OFFICERS' MANUAL

250

Donald M. Gregory.
2nd. Lieut. 1/5th F.A.

OFFICERS' MANUAL

BY

COLONEL JAS. A. MOSS

United States Army

SIXTH EDITION

(Revised May, 1917)

Being a service manual consisting of a compilation in convenient, handy form, of "Customs of the Service" and other matters of a practical, worth-knowing nature—things of value and assistance to the inexperienced—most of which can not be found in print, but must be learned by experience—often by doing that which we should not do or by failing to do that which we should do.

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"He gains wisdom in a happy way, who gains it by another's experience."—PLAUTUS.

"No man's personal experience can be so valuable as the compared and collated experiences of many men."—MAURICE.

PREFATORY REMARKS

THIS Manual is a compilation of "Customs of the Service" and other matters of a practical, worth-knowing nature, *things of value and assistance to the inexperienced,* most of which can not be found in print, but must be learned by experience, often by doing that which we should not do or by failing to do that which we should do.

The idea of the publication of the book originated in the need the author himself, when a subaltern, often felt for such a Manual, a feeling shared and heard expressed time and again by fellow-officers.

In the preparation of this Manual the author has made an honest, sincere effort to place in the hands of our subalterns, in simple, convenient, and useful form, information the need of which he often felt during the early days of his experience as an officer, and the possession of which would have saved time and trouble to himself and others, avoided the commission of errors, and given a feeling of confidence and satisfaction instead of one of uncertainty and discomfort.

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CHAPTER I

SUGGESTIONS TO OFFICERS JUST APPOINTED

UNIFORMS, ARMS AND EQUIPMENT

1. General provisions. All officers will provide themselves with the uniforms, arms, and personal and horse equipments pertaining to their rank and duty and maintain them thoroughly neat and serviceable.

Commanding officers will inspect and verify the arms, service uniforms, and field equipments of officers and enlisted men as often as they may deem necessary to assure themselves that all members of their commands are prepared to take the field upon short notice, fully equipped and uniformed. (Par. 36, Uniform Regulations.)

(NOTE—See Note, paragraph 3, for uniforms officers are required to have during the present war.)

2. Probationary officers. Probationary officers are required to provide themselves only with the service and dress uniforms, and with the arms and personal and horse equipments pertaining to their rank and duty. (Par. IV, G/O. 69, 1916.) A list of such arms and equipments is given below.

3. Uniform Regulations. The Uniform Regulations (abbreviated U. R.), a copy of which may be obtained upon application to the Adjutant General of the Army, Washington, D. C., and with which every officer should be familiar, prescribe the different uniforms that shall be worn on different occasions.

(NOTE—During the continuance of war conditions, the service uniform is prescribed for *all* occasions, except as indicated to the contrary in the Uniform Regulations for wear at the White House. The service uniform will be worn by all officers on active duty at all times. Department commanders in the tropics may in their discretion authorize the use of the white mess jacket and the white uniform. G. O. 63, 1917.)

4. Different kinds of uniforms. The following are the different kinds of officers' uniforms:

(a) Service (for field duty and for habitual garrison wear until retreat):

Cotton Olive-Drab (to be prescribed for use when the climate or weather requires it).

Woolen Olive-Drab (to be prescribed for habitual wear when the climate or weather does not require the cotton olive-drab).

(Cap and Shoes. The service cap or hat, as prescribed in the Uniform Regulations, is worn with the service uniform. Leather leggins are worn, except that mount-

ed officers and other officers when mounted may wear russet-leather boots instead, and that in the field officers may wear canvas leggins or woolen puttees. High russet leather shoes, conforming in general style to the shoes issued by the Quartermaster Corps, are worn.)

(b) Dress, with dress cap (for social use before retreat and for ordinary wear after retreat).

(c) Full dress, with dress cap (for ceremonies and entertainments when it is desired to do special honor to the occasion and for social or official functions of a general nature when prescribed).

(Shoes. High shoes of polished black leather, black enamel, or patent leather, with plain black leather or plain kid tops, with or without toe tips, are worn with the dress and full dress uniforms.)

(d) Special evening dress, with dress cap (for social or official functions of a general nature occurring in the evening and for private formal dinners and other private formal social functions in the evening).

(e) Blue mess jacket, with dress cap (this uniform is optional) (in the United States, for optional wear at private formal dinners and other private formal social functions in the evening, and also for optional ordinary evening wear).

(NOTE—High shoes of the style described above, in note under 3, or low shoes or pumps of black enamel or patent leather, are worn with the special evening dress and blue mess jacket.)

(f) White mess jacket, with white cap (this uniform is optional in the United States) (in the tropics, for private formal dinners and other private formal social functions in the evening; also, for evening functions, social or official, of a general nature and, if desired, for ordinary evening wear. **In the United States,** optional in warm weather for ordinary evening wear and for private formal dinners and other private formal social functions in the evening).

(g) White uniform (this uniform is optional in the United States) (in the tropics, for ordinary wear after retreat, and for use before retreat when prescribed by the commanding officer. **In the United States in warm weather,** for optional ordinary wear after retreat and for social use before retreat).

5. Overcoat. The issue overcoat that an officer can purchase from the Quartermaster Corps is very satisfactory, especially for field use, and quite a number of officers wear them. However, the buttons must be changed in order to conform to the officers' pattern. Buttons can be obtained from any of the military dealers at a cost of a couple of dollars.

In connection with the use of the overcoat, it may be said that when, in the opinion of the commanding officer the climatic conditions make it advisable, officers may be permitted to wear, **in the field only,** a short double breasted overcoat of drab moleskin cloth lined with sheepskin and with a rolling sheepskin collar dyed beaver shade and provided with two outside lower pockets.

6. Rubber rain capes or coats. Officers are authorized to wear rubber rain capes or coats, as nearly as practicable the color of the service uniform, when on duty involving exposure to rainy or other inclement weather. Under similar conditions mounted officers may wear a slicker.

It is recommended that, if not a mounted officer, you get a good light rain cape or coat (preferably rain cape), and, if a mounted officer, that you procure a slicker. The slickers obtainable from the Quartermaster Corps are very good.

7. Cape. Officers may wear capes when not on duty with troops. While a cape is a convenient article to have, it is more of a luxury than a necessity, and it is, therfore, suggested that you delay getting one until you feel that you can afford it.

8. Supply of uniforms. It is, of course, seldom, if ever, either necessary or desirable for an officer to get all the different uniforms enumerated above. The uniforms with which an officer should be provided will, naturally, depend upon circumstances. However, do not hesitate to get all the uniforms you should have, and be sure to get uniforms of good quality and good fit.

(NOTE—See the note under paragraph 3, Uniform Regulations.)

9. Personal appearance. While young officers who have only their pay should economize as much as possible, they should under no circumstances do so by getting inferior uniforms—they should economize instead on their club bills, amusements, etc. To endeavor to economize by buying inferior uniforms and other articles of equipment is not only false economy, but it is false economy of the worst kind. The only way to really economize on your dress and equipments is to get the very best and then **take proper care of it.** The life of uniforms and other articles of equipment can be prolonged materially by proper care. See "How to Take Care of Uniforms; Suggestions Regarding Various Articles of Equipment," Par. 595.

The officer who thinks nothing of running up a big bill at the club or of spending $5 or $10 for an evening or two of pleasure, but who endeavors to save a few dollars on his dress, has distorted ideas of economy and a warped conception of what is rightly expected of him.

Remember that while it is true "The clothes don't make the man," it is also true, as the world is today constituted, that, right or wrong, they go a long way to influence the impression that others get of him. In material, style and fit your clothes should always be appropriate to the occasions. **Do not buy "shoddy" clothing and articles of equipment.** To dress neatly and properly is something you owe your position, your associates, and the men of your command—it is something you owe yourself. Furthermore, there is a great deal of personal satisfaction in wearing clothes that fit well and look well. Perhaps a genius can afford to be careless about his dress and person, but the ordinary mortal can not. **Are you a genius?**

There is nothing in this world that looks more shabby than a shabbily dressed officer. Never wear soiled collars or cuffs, mussy or spotted clothes, soiled trousers, tarnished insignia or braid, old shoulder straps, frayed saber knots, etc. Keep your clothes clean and pressed, your insignia bright and renew your trouser stripes, shoulder straps, braid and saber knots as often as may be necessary to have them always bright and fresh. You would not allow your soldiers to wear mussy, soiled, or tarnished articles of dress and you should not do so yourself. **Think this over.**

10. Uniforms obtainable from the Quartermaster Corps. Officers are authorized to purchase from the Quartermaster Corps such articles of uniform clothing, clothing material, and equipage as they need, by certifying that the articles are for their own personal use. The service hats, olive-drab shirts, russet-leather shoes, and cotton and woolen olive-drab uniforms answer in every way for field service and cost much less than those purchased from military dealers.

11. Arms and equipment. The Uniform Regulations require officers to have the following arms and equipment.

DISMOUNTED OFFICERS

A

12. Arms

(a) **Saber.** (Officers of the dismounted service and of the staff departments and officers of the mounted service when acting as dismounted troops, do not carry the saber in the field. At other times the saber will be worn by all officers when on duty with troops under arms or side arms, and on the occasions stated in the "Tables of Occasions," in the Uniform Regulations. When dismounted, the saber will be habitually worn guard to the rear, with the scabbard hooked. When worn with the overcoat, the belt will be inside and the saber outside the overcoat. When mounted, the scabbard will be worn attached to the near side of the

saddle by saber straps passing through the pommel ring and the quarter ring of the saddle. With the new model equipment, when mounted, the scabbard will be worn in the saber carrier which is held in place by passing its attaching strap through the loop on the off cantle hinge; the depending billet buckles to the carrier strap; adjust so that saber shall swing in a vertical plane. The officer uses the saber carrier for either saber. It goes on the near side also.)

(b) **Pistol.** (The pistol is worn when equipped for field service by veterinarians and all officers, except chaplains and officers of the Medical Department. However, whenever necessary for personal protection, medical officers may carry pistols. The pistol is worn on the right hip.)

(c) **Ammunition.** (21 cartridges, ball, 7 are carried in the magazine in the pistol and 7 in each of the two extra magazines.)

B

13. **Personal Equipment**

(a) **Bedding roll,** canvas. (The bedding roll adopted by the Quartermaster Corps or any other canvas roll may be used as a combination bedding-clothing roll. The Quartermaster Corps bedding and clothing rolls may be purchased from the Depot Quartermaster, 26th St. and Grays Ferry Road, Philadelphia, Pa., at the prices specified in the Annual Price List of Clothing and Equipage.)

(b) **Blanket.**

(c) **Canteen,** with strap. (When dismounted, to be worn fastened to belt on the right buttock; when mounted, to be fastened to the off cantle ring.)

(d) **Clothing roll,** canvas. (See remark above, after, "Bedding roll.")

(e) **Compass.** (For officers serving with troops and all others when their duties may require their use. For exceptions in case of medical officers and chaplains, see remark under, "Mounted officers," below.)

(f) **Field glass.** (Same remark as after "Compass," above. Field glasses are carried when equipped for the field, and are worn on the right side, the strap passing over the left shoulder. An excellent field glass, Type EE, 6-power, price $36.25, can be purchased from the Signal Corps. Application for purchase should be made to the Chief Signal Officer of the Army, Washington, D. C., and should be accompanied by Form No. 240, Signal Corps, properly accomplished, and postal money order payable to the Disbursing

13 (contd.)

Officer, Signal Corps, U. S. Army. In the Philippines application should be made to the Department Signal Officer.)

(g) **First-aid packet and pouch.** (Worn with the pistol belt, on the left hip, just back of the seam of the breeches.)

(h) **Meat can.**

(i) **Knife.**

(j) **Fork.**

(k) **Spoon.** (When dismounted, to be carried in the haversack; when mounted, to be carried in the near-side saddle bag or off-side pommel pocket.)

(l) **Haversack and pack carrier.** (When dismounted, the new model haversack is carried on the back and the old model is worn on the left side, the strap passing over the right shoulder; when mounted, saddlebags, or pommel pockets and ration bags are carried instead.)

(m) **Identification tag.** (When equipped for field duty the identification tag is worn under the shirt, suspended from a cord around the neck.)

(n) **Notebook.**

(o) **Pencils.**

(p) **Pistol belt.** (To be worn outside the coat or overcoat. General officers, officers of the Staff Corps and Departments and Cavalry officers wear the officers' leather waist belt with magazine pocket and necessary leather slides for first-aid packet pouch, for the canteen, and for the pistol holster. Officers of Infantry, Field Artillery, Engineers, Coast Artillery and Signal Corps wear the web pistol belt, model of 1912.)

(q) **Pistol holster.**

(r) **Saber belts, full dress and garrison.** (**The full dress belt,** with full dress slings, is worn with the full dress uniform and on the outside of the coat. **The garrison belt,** with slings, is worn with the service uniform, on the outside of the coat. The garrison belt for infantry officers is of olive-drab webbing; for Cavalry officers it is of russet leather. **The full dress or the garrison belt, with full dress slings,** is worn with the dress and the white uniforms, under the coat. **A belt of webbing or of soft pliable leather,** with detachable full dress slings, may be worn with the dress and the white uniforms. The belt is never worn outside the overcoat.)

(s) **Saber knots, dress and service.** (**The dress saber knot** is attached to the saber when worn with the full dress, the dress, and the white uniform, and when worn by the officer of the day with the special evening dress or the mess

jacket, as authorized in the Uniform Regulations. **The service saber knot** is attached to the saber when worn with the service uniform.)

(t) Saber scabbard.

(u) Shelter tent, mounted, complete. (Includes 9 shelter tent pins and two poles.)

(v) Tin cup. (Only with old model equipment. Carried in the old model haversack on dismounted duty, and is secured to the canteen strap on mounted duty.)

(w) Watch. (Carried when equipped for the field.)

(x) Whistle. (Carried by all company officers, battalion commanders and battalion adjutants when equipped for field service. There are three types of whistle, as follows: The "Siren" for the Battalion Group, consisting of major, battalion adjutant, and battalion sergeant major of Infantry and Cavalry; the "Kinglet" for the company Commander Group, consisting of captain and two buglers; the "Thunderer" for the Platoon Leader Group, consisting of lieutenants and sergeants.)

MOUNTED OFFICERS

14. Arms

Same as A, par. 12, except that the articles mentioned are not prescribed for **chaplains.**

Medical officers and dental surgeons will not be required to provide themselves with pistols and ammunition, but they may carry same when necessary for personal protection.

15. Personal Equipment

Same as B, par. 13, omitting "9. Haversack and pack carrier" and adding:

(a) Dispatch case. (For staff officers and those acting as such, whose duty may require them to use a dispatch case. They are obtainable from the Ordnance Department on memorandum receipt.)

(b) Saber straps or saber carrier. (See remarks under "Saber," par. 12-a.)

(c) Shoulder belts. (For officers of the Signal Corps, including those detailed therein. They are worn with the full dress uniform.)

(d) Spurs, with russet and black leather straps. (Always worn when boots are worn, whether mounted or dismounted; with leggins or woolen puttees, spurs are worn when mounted. Black straps are worn with black boots and russet leather straps when russet leather boots, leggins or woolen puttees are worn on mounted occasions.)

16. **Chaplains** are not required to provide themselves with compass, field glasses, pistol belt, saber knot, and saber straps, or carrier.

17. **Medical officers and dental surgeons** are not required to provide themselves with field glass, compass and pistol, but **medical officers on duty with sanitary units in the field** will carry field glass and compass. However, when necessary for personal protection, medical officers may carry pistols.

18. **Horse Equipments**

New Model

Bridle.
Cooling strap.
Carrier strap.
Currycomb (carried in off-side saddlebag or off-side pommel pocket).
Feed bag.
Grain bag.
Halter, stable.
Horse brush. (Carried same as currycomb.)
Horse cover (blanket lined, when required).
Lariat. } Picket pin. } (These articles are carried, the picket pin in the picket-pin carrier and the lariat, rolled, on top of the cantle roll, fastened with coat strap.)
Picket-pin carrier, special.
Pommel pocket, officers.
Ration bags.
Saddle, officer's.
Saddle blanket.
Saddle cloths (2), officer's, with insignia. (To be used when mounted in uniform, and to be worn over the saddle blanket or pad.)

Old Model

Bridle.
Bridle, watering (issued only with curb bridle, M. 1902).
Currycomb (carried in off-side saddlebag or off-side pommel pocket).
Feed bag.
Grain bag.
Halter, complete.
Horse brush. (Carried same as currycomb.)
Horse cover (blanket lined, when required).
Lariat. } Picket pin. } (The picket pin, with lariat neatly coiled, is fastened to the near cantle ring.)
Saddle (McClellan or Whitman).
Saddlebags.
Saddle blanket.
Saddle cloths (2), officer's, with insignia. (To be used when mounted in uniform, and to be worn over the saddle blanket or pad.)
Surcingle.

19. **Arms and equipment obtainable from the Ordnance Department.** The arms, ammunition, accoutrements, and horse equipments required by an officer may be purchased from the Ordnance Department upon certificate that the articles are for his own personal use in the public service. However, articles thus purchased cannot be disposed of to persons not in the military service. At a large post or camp it is generally possible to get from the post or camp ordnance officer all the articles needed, but if this is not possible, then a letter of the following tenor should be written to the commanding officer of the nearest arsenal:

Fort Hamilton, N. Y.
March 12, 1917.

From: 2nd Lieut. John A. Smith, 65th U. S. Inf.
To: C.O., Rock Island Arsenal, Rock Island, Ill.

1. I desire to purchase, for my own use in the public service, the following named articles of ordnance stores:

* * * * * * * * * *

2. Would you please send me the proper vouchers for accomplishment, together with the prices of the articles, including cost of transportation, upon receipt of which I will return the papers with postal money order for the proper amount.

John A. Smith.

Arsenals. Rock Island Arsenal, Rock Island, Ill.; San Antonio Arsenal, San Antonio, Texas; Benecia Arsenal, Benecia, California; Springfield Armory, Springfield, Mass.; Frankford Arsenal, Bridesburg, Philadelphia, Pa.; Manila Ordnance Depot, Manila, P. I.; Hawaiian Ordnance Depot, Honolulu, H. T.

20. Articles of Ordnance that may be drawn by officers serving with troops. Officers serving with troops may draw for their personal use, from stores, belonging to the command with which they are serving, 1 regulation rifle and 1 pistol, with the appropriate equipments and the usual quantity of ammunition for each arm. (A. R. 1522.)

21. Mounts and horse equipments for officers below the grade of major. Officers below the rank of major who are required to be mounted will be furnished with one mount by the Quartermaster Corps in case they do not elect to provide themselves with suitable mounts, which will be foraged, stabled, shod, groomed, fed, watered, and furnished with veterinary treatment and medicine at government expense. (A. R. 1096.)

Officers below the grade of major who are required to be mounted will be furnished with horse equipments by the Ordnance Department.

Officers below the grade of major who provide themselves with suitable mounts at their own expense and of their exclusive ownership, receive an addition to their pay of $150 per annum if they provide one mount, and $200 per annum if they provide two mounts. In order to get this additional pay an officer must be "suitably mounted," —that is, his mount must meet the requirements as to height, weight, etc., prescribed by the War Department. Before purchasing a horse find out from some quartermaster what these requirements are and do not, of course, get an animal that does not meet all requirements. If a veterinarian is available, it is always well to have him examine, before purchasing, any horse that you may wish to buy.

22. Civilian clothing. The kind and quality of civilian clothing one should get depend upon these circumstances:

(a) Location of station;
(b) Extent to which you intend to go into society;
(c) What you have been accustomed to in the way of dressing.

However, for the officer of limited means, the following is suggested:

1. One evening dress.
   (While it is sometimes convenient to have a Tuxedo, it is not at all necessary. Wait until you have been in the service a while and have a little money saved up before getting one.)
2. Get two business suits, but do not buy from the high-priced fashionable tailors. As a rule, ready-made clothing purchased from any of the first-class clothiers in New York or any other large city, and altered to fit, will answer every purpose. Be sure to go to the best first-class clothier you can find.

In view of the fact that the average officer wears his civilian clothing so little and, consequently, keeps it so long, you should not buy exaggerated or ultra styles,—they go out of fashion much quicker than the moderate styles.

(NOTE: Officers returning from the Philippines often make the mistake of purchasing civilian clothes in Japan or in Hong Kong. The author has not yet seen an officer who did so that did not regret it. The material is good and the clothes ludicrously cheap, but the workmanship is generally poor, and the cut entirely out of style, so that when you reach the States you are ashamed to wear your Nagasaki or Hong Kong suits.)

23. Articles of haberdashery. With regard to collars, shirts, gloves, ties, and other articles of haberdashery, it is suggested that you go to some first-class, well-known haberdasher, get hold of a bright clerk who understands his business, tell him what you want, and let him assist you as to colors, designs, and styles.

24. Alaska. As a rule, officers designated for service in Alaska load up with a lot of heavy clothing, shoes of various kinds, etc., that they find unsuited when they go to use them. Officers who have served in Alaska say that all the articles of clothing that one needs can be gotten from the Quartermaster's Department. It is, however, recommended that a good supply of reading matter, amusements, and games be taken along to while away the long winter evenings. The exceptional list of commissaries is almost unlimited.

25. Household effects. The Quartermaster Corps furnishes officers' quarters with certain articles of permanent heavy furniture, such as a dining room table and chairs; a parlor table; a library desk and chairs; a sideboard; bookcase; settee and chiffonier. The rest of his furniture and other household effects, including those named below, must be purchased by the officer himself:

Bedstead, mattress, pillows, pillow cases, mosquito bar, sheets, curtains and rugs.

It is generally possible to get from your company commander a company bunk, mattress, pillow, pillow case and a couple of sheets for use until you have had time to furnish your quarters.

26. Stationery. Graduates from West Point should, before leaving, get from the Quartermaster a few sheets of letter paper, some penalty envelopes, and a few official telegraph blanks. These articles may also be obtained upon request to the quartermaster of any post.

27. Bedding and professional books in case of graduates of Military Academy. Upon being assigned to station, graduates of the Military Academy should at once write to the quartermaster at West Point, and request that their bedding roll and professional books be sent to their stations.

Form of Letter

Longue Vue, N. Y.,
March 12, 1917.

From: 2nd Lieut. John A. Smith, 50th Inf.
To: Quartermaster, West Point, N. Y.
Subject: Transportation of bedding and professional books.

I would request that my bedding and professional books be shipped to me at Fort Missoula, Mont.

John A. Smith.

For use of penalty envelope see par. 526.

PAY AND ALLOWANCES

28. Mileage. (a) When traveling under competent orders, without troops, in the home waters of the United States, or between the United States and Alaska, and when traveling without troops by land, except in Alaska, the Philippines and the Hawaiian Islands, officers are entitled to mileage at the rate of 7 cents a mile; distances to be computed over the shortest usually traveled routes.

(b) When traveling with or without troops, by sea, officers are reimbursed in the amount of actual expenses. When traveling on commercial liners they are also entitled to the following allowances: Amount of rent of steamer chair not exceeding $1 for trips of two days or longer and fees to cabin and other stewards not exceeding the following: Six days or less on the Atlantic ocean, $1.50 a day; 7 to 10 days, not exceeding $10; 11 to 15 days or longer, $1 a day; total not exceeding $15. On the Pacific ocean, 15 days or less, $1 a day; total fees for 15 days or longer, not exceeding $15. To the West Indies, Cuba, Porto Rico, Panama and South America, $1 a day; total fees for 15 days or longer not exceeding $15.

(c) Officers who so desire may, upon application to any quartermaster, be furnished with transportation for the entire journey, the transportation so furnished being deducted from the officer's mileage allowance at the rate of 3 cents a mile.

WAR DEPARTMENT
Form No. 347.
Approved by the Comptroller of the Treasury April 29, 1914

WAR DEPARTMENT

(Bureau or Office.)

Voucher No. .....
General Account .....
Detail Account .....

MILEAGE VOUCHER

APPROPRIATION: ..... Symbol ..... $.....
APPROPRIATION: ..... Symbol ..... $.....

THE UNITED STATES,

To John A. Smith, 2nd Lieut., 50th Inf., DR.

ADDRESS: Fort Leavenworth, Kans..

From July 4, 1917 to July 5, 1917 for mileage from Lake George, N.Y. to Madison Bks., N.Y.

Transportation furnished between - - - - - - - - - -

I CERTIFY that the foregoing account is correct, and that transportation, either in kind or on Government Transportation Request, was not used except as stated above.

DO NOT SIGN IN DULICATE.

John A. Smith,
2nd Lieut., 50th Inf..

This space for use of paying officer.

Object Symbol		Amount	U. S. Notations
	..... miles at 7 cents.....		
	Actual expenses as per statement attached.....		
	Deductions at 3 cents per mile: ..... miles, account transportation furnished.....		
	Amount to be paid.....		

Examined by .....

Paid by check No. ....., dated ....., 191 , of .....
on ....., in favor of payee named above, for $.....

OR

Received ....., 191 , of .....,
IN CASH, the sum of ..... dollars and ..... cents,
in full payment of the above account.

$.....

.....

.....

REIMBURSEMENT.—Transportation of the Army and its Supplies, 191 ..... $.....

3—3069

FIG. 1

(NOTE—*To this voucher must be attached* TWO *true copies of the order directing the travel,* with indorsement of quartermaster for any transportation furnished. [See par. 1288, A. R., 1913.] After accomplishing the voucher as indicated above, have a quartermaster fill in the distance and amount.)

(d) Officers traveling alone on a mileage status are not entitled to sleeping car accommodations at government expense. However, they are entitled to such accommodations when traveling with troops.

29. **Those entitled to mileage to their first stations.** The following are entitled to mileage to their first stations: Officers of the Medical Corps, officers of the Medical Reserve Corps, contract surgeons, and acting dental surgeons, from place of appointment; graduates of the United States Military Academy, from their homes; officers appointed from the ranks, from place of discharge as enlisted men.

An officer joining for duty upon first appointment to the military service from civil life is not entitled to mileage.

30. **Mileage voucher.** Mileage and reimbursement for expenses are drawn on Form No. 337, War Department, and may be paid at the end of the journey, or at any point en route for the distance traveled up to that point. In accomplishing the form it is better not to fill in the distance and the amount, but ask the paying quartermaster to do this for you, as he is sure to have the latest and most correct data on the subject.

A "model" voucher appears on the opposite page.

31. **Baggage allowance.** Packing and crating (not to exceed cost of $27) and transportation for 1,500 pounds of baggage are furnished to graduates of the United States Military Academy and officers promoted from the ranks on their first assignment to duty as commissioned officers.

Packing, crating and transportation of the amounts of baggage given below are allowed (1) officers of the Medical Reserve Corps when joining for duty under the order placing them upon active duty in the service of the United States; (2) officers of the Medical Corps appointed from officers of the Medical Reserve Corps on active duty in the service of the United States, and (3) such contract surgeons and acting dental surgeons as may be employed when they join for duty under the first order and also on return to their homes on the termination of their contracts, if provided for in the contracts:

	Baggage Allowance	Packing and Crating Allowance
First lieutenant Contract surgeon Acting dental surgeon	5,100	$30.60
Captain	6,000	36.00
Field Officer	7,200	43.20

32. **Professional books.** The Quartermaster Corps will pack, crate and furnish transportation for the professional books, including standard works of fiction, of graduates of the United States Military

Academy, and officers joining on first appointment, which they certify belong to them and pertain to their official duties.

Form of Certificate

Fort Missoula, Mont.,
May 12, 1917.

I certify that boxes Nos. 5 to 15 inclusive (total weight 750 pounds) contain professional books and papers which belong to me and pertain to my duties.

John A. Smith,
2nd Lieut., 50th Inf.

(NOTE—One copy is to be attached to each of the two invoices.)

33. Turning property over to Quartermaster for shipment. Before the property is turned over to the quartermaster for shipment, each crate, box or bundle must be plainly marked with the name and address of the consignee, its weight and its number, the pieces being numbered consecutively. In case of over-sea shipment the cubic dimensions must also be given. The property, marked as described, is invoiced, in duplicate, on Form No. 201, Q.M.C., to the quartermaster, who receipts for same. The invoices must be accompanied by a certificate to the effect that the goods are the property of the officer.

34. Suggestions regarding numbering packages. The following system will greatly simplify the making up of the shipping invoice by the officer and the bill of lading by the quartermaster:

Do not begin to number the packages until everything is packed. Then put all boxes in one place, all barrels in another, etc., and number. All packages of the same kind will then have consecutive numbers.

Make up shipping invoice in about the following manner:

Nos. 1 to 5—Five boxes professional books.....Wt..... cu. ft.....
Nos. 6 to 20—Fifteen boxes household goods....Wt..... cu. ft.....
Nos. 21 to 22—Two bundles rugs.....Wt..... cu. ft.....
Nos. 23 to 26—Four barrels dishes.....Wt..... cu. ft.....
Nos. 27 to 36—Ten crated chairs.....Wt..... cu. ft.....
Etc.

If shipping invoices are made up in this way, it serves the purpose just as well and makes much less work for all concerned. The number of cubic feet is required only in case of over-sea shipment.

It is not necessary to put down the contents of boxes, except in the most general way.

The words "Household Goods" are usually sufficient for most cases to describe the contents.

35. Disposition of property in case of duty beyond the seas. Officers under orders for duty beyond the seas may ship such part of their authorized baggage allowance as they do not care to take

with them abroad to certain quartermaster storehouses in the United States for storage during their absence. The necessary details can be gotten from the shipping quartermaster.

36. **Quarters.** A second lieutenant is allowed two rooms; a first lieutenant, three; and a captain four.

37. **Forage.** Mounted officers are allowed forage for two horses, provided such horses are actually owned and kept by the officer in the performance of his official duties. It should be remembered, however, that forage so issued is government property and can not be bartered, sold or exchanged.

38. **Fuel and light.** Officers are entitled to the allowances of fuel and light prescribed by regulations, the quantities of which may be ascertained by consulting the Army Regulations or upon inquiry to any quartermaster.

39. **Stationery.** Officers are allowed to draw once each quarter such stationery as may be necessary for military purposes, in such amount as may be approved by the commanding officer.

40. **Medical attendance.** Officers, and, when practicable, their families, are entitled to medical attendance and medicines free of charge.

41. **Dentistry.** Dental surgeons serve free of charge all those entitled to free medical treatment by medical officers.

42. **Quartermaster supplies.** Officers may purchase from the Quartermaster Corps at cost price subsistence stores and articles of clothing and equipage upon certificate that they are for their personal use.

43. **War Department publications.** One copy of each of the War Department publications, named in the letter below, and which every officer should have for his official use, will be furnished gratuitously upon application to the Adjutant General of the Army, War Department, Washington, D. C.

[*Model Letter*]

Plattsburg Barracks, N. Y.,
March 12, 1917.

From: 2nd Lieut. John A. Smith, 50th Inf.
To: The Adjutant General of the Army.
Subject: War Department publications.

I would request to be furnished the following named books for my personal use:

1 Army Regulations.
1 Uniform Regulations.
1 Field Service Regulations.
1 Manual of Physical Training.
1 Infantry (Cavalry or Field Artillery) Drill Regulations.
1 Manual for Courts-Martial.

43 (contd.)

WAR DEPARTMENT.
Form No. 336.
Form approved by the Comptroller of the Treasury May 5, 1915.

WAR DEPARTMENT.
QUARTERMASTER CORPS.

Voucher No. _____

OFFICER'S PAY VOUCHER.

APPROPRIATION: PAY, ETC., OF THE ARMY, 191 ____ Symbol _____

THE UNITED STATES.

To John A. Smith,
2nd Lieut., 50th Inf.,
(or, 2nd Lieut. of Inf., unassigned). U. S. ARMY, DR.

For over ---------- years' service. Station Fort Leavenworth, Kans., Zone No. _____

OBJECT SYMBOL		AMOUNT. DOLLARS.	AMOUNT. CTS.	U. S. NOTATIONS.
	For pay from June 11, 1917, to June 30, 1917	94	44	
	For pay for ____ mount, from ____, 191, to ____, 191			
	I was suitably mounted at my own expense, and was the actual and exclusive owner of the mount charged for, during the period stated on this voucher, and said mount {was / were} maintained at _____ (Officers temporarily mounted must make the additional certificate required by par. 1273, A. R., 1913.)			
	For com. quarters from ____, 191, to ____, 191			
	For com. heat and light for ____ rooms from ____, 191, to ____, 191			
	(Under authority of S. O. No. ____, Hdqrs. ____, 19 .)			
	Total			
	On {ordinary / sick} ____ leave of absence. Left station ____, 191, under S. O. No. ____ Hdqrs. ____, ____, 191			
	Extended by S. O. No. ____ Hdqrs. ____, 191			
	Returned to duty ____, 191. Deduct half pay for ____ days' leave of absence,			
	Balance	94	44	

I CERTIFY that the foregoing account is correct, that payment therefor has not been received, that I have not been absent on leave, either sick or ordinary, during the period covered by this voucher, except as above stated; and that neither I, my family, nor anyone dependent upon me has occupied public quarters, nor been furnished heat or light by the United States during the period for which commutation is charged.

I further certify that during the period for which commutation of heat and light is charged I actually occupied as quarters at _____ rooms, exclusive of baths, closets, halls, pantries and storage rooms, and of parlors, lobbies, dining-rooms, sitting rooms, halls and kitchens used in common with other tenants or guests (not guests of officer's family), and that during the period of leave, as stated above, said quarters were occupied actually and exclusively by myself, or self and family, or some one dependent upon me.

EXAMINED BY

I accepted my commission as a second lieutenant June 11, 1917.

(DO NOT sign in duplicate.)

John A. Smith,
2nd Lieut., 50th Inf.

or,

2nd Lieut. of Infantry, unassigned.

Deduction on account of Income Tax, $_____

Balance of $_____ paid by _____ check dated _____, 191, on the Treasurer U. S.

No. _____, in favor of _____, for $_____

No. _____, in favor of _____, for $_____

No. _____, in favor of _____, for $_____

OR

(To be completely filled in before signature by payee, and no alteration or erasure is permitted.)

Received _____, 191, of _____

Quartermaster, U. S. A., in cash, _____ Dollars, ___/100 in full payment of the above account.

$_____

(DO NOT sign in duplicate.)

Officer will not sign receipt except when payment is to be made in cash.

2—3126

1 Rules of Land Warfare.
1 Manual of Interior Guard Duty.
1 Small-Arms Firing Manual.
1 Engineer Field Manual.
1 Compilation of War Department General Orders, Circulars and Bulletins. (1881-1915.)

John A. Smith.

For use of penalty envelope, see par. 526.

44. Leave of absence. When their services can be spared, officers are allowed leaves of absence on full pay at the rate of one month a year, and they may allow such leave to accumulate for four years. If leave for more than four months be granted, the officer receives only one-half pay during the excess.

The leave year is reckoned from July 1 to the following June 30, both dates inclusive.

(NOTE—The "leave year" is the one just defined; the "fiscal year" is the year for which appropriations are made, and begins July 1 and ends June 30; the "calendar year" is from January 1 to Dec. 31.)

Leave of absence exceeding ten days, except under extraordinary circumstances, will not be granted to an officer until he has joined his regiment or corps and served therein at least two years.

45. Pay. Officers draw their pay on Form No. 336, War Department, a supply of which may be obtained upon application to the Quartermaster General, U. S. Army, War Department, Washington, D. C., or from the nearest post or Department Quartermaster.

The pay of a second lieutenant is $1,700 a year ($141.67 a month); of a first lieutenant, $1,800 a year ($150 a month); and of a captain, $2,400 a year ($200 a month). For the pay of other grades, see par. 597.

In computing pay each month, irrespective of the actual number of days, is considered as having 30 days. If, for instance, an officer accepts his appointment July 11, he would be entitled to 20/30 (not 20/31) of one month's pay.

The pay of an officer is actually due him on the last of the month, and he must neither transfer nor hypothecate a pay account not actually due. However, an officer may prepare and mail his pay vouchers, say, about the 25th of the month, to the paymaster who is to pay him, and who, in such a case, would mail him his check on the last day of the month.

In case of West Point graduates, pay begins with date of graduation,—in all other cases, pay begins with date of acceptance, and not with date of appointment.

On the opposite page appears a "model" pay voucher.

Pay vouchers of officers who have not yet joined their commands should be sent for payment to the nearest Department Quartermaster.

DESIGNATION UNDER ACT OF MAY 11, 1908.

I, John Alfred Smith
(Full name of designator.)

a 2d Lieut. of the 24th Infantry
(Rank.) (Organization.)

on the active list of the United States Army, born on the 12th

day of May, 1892, in Lafayette,
(City or town.)

Louisiana, and appointed on the
(State.) (Appointed or enlisted.)

12th day of March, 1917, do hereby designate
(Date of present commission or enlistment.)

James Henry Smith
(Full name of beneficiary.)

who is my brother, and
(Relationship, if any.)

whose address is 35 Main Street
(See instruction 2.)

Lafayette, Louisiana

as the person to whom shall be paid the six months' pay authorized by the Act of Congress approved May 11, 1908, in the event of my death from wounds or disease contracted in the line of duty. This designation revokes any and all previous designations for the like purpose.

John Alfred Smith
(Signature of designator.)

Subscribed in my presence this 4th *day of* July,

1917, *at* Lafayette, Louisiana.

Joseph P. Jones
(Signature of witness. See instruction 1.)

Notary Public.

FIG. 2

(NOTE—Signature to be witnessed by next superior commander, and if not available, then by notary public or other official authorized to administer oaths.)

In case of non-graduates of the United States Military Academy, a statement, for example, of the following tenor must be entered on the face of the first pay voucher: **"I accepted my commission as a second lieutenant May 12, 1917."** The quartermaster must have this information before he can compute the officer's pay, since, as stated before, in the case of non-graduates of the Military Academy, pay is due from date of acceptance of commission.

If the officer has received his order of appointment before his first pay voucher is submitted, it is customary to attach a "True Copy" thereof to the pay voucher. A "True Copy" may be prepared by making an exact copy of the order and then writing on the copy, in some suitable place, for example:

A True Copy:

John A. Smith,
2nd Lieut. of Infantry.

46. Oath of office and acceptance of appointment. Upon being appointed a commissioned officer, the Adjutant General of the Army sends the appointee his commission, which is accompanied by an oath of office to be taken before a notary public, or, if at or near an Army post, before the adjutant, or summary court.

The oath of office, properly accomplished, is returned to the Adjutant General, U. S. Army, War Department, Washington, D. C., with a letter of acceptance of this tenor:

Briarcliff, N. Y.
May 12, 1915.

From: 2nd Lieut. John A. Smith, 50th Inf.
To: The Adjutant General, U. S. Army.
Subject: Acceptance of appointment.

I hereby accept my appointment as a second lieutenant of Infantry in the Army of the United States.

John A. Smith.

For use of penalty envelope, see par. 526.

47. Designation of beneficiary. When an officer on the active list of the Army dies from wounds or disease not the result of his own misconduct, his widow, or some other person duly designated by him, is entitled to receive from the Government an amount equal to six months' pay at the rate such officer was receiving pay at the date of his death.

The blank form (No. 380 A. G. O.) designating your beneficiary, is filled out and forwarded to the Adjutant General of the Army with the letter accepting your appointment.

See opposite page for a "model" of Form No. 380, A. G. O.

48. Reports upon assignment. As soon as you have been assigned to a regiment and company, write, if on leave of absence, letters of the following tenor, to your regimental, your post, and your company commanders:

Nikko, N. Y.,
July 4, 1917.

From: 2nd Lieut. John A. Smith, 50th Inf.
To: Commanding Officer, 50th Inf. (Also, for example, Commanding Officer, Co. "A," 50th Inf.)
Subject: Report of leave of absence and address.

1. Having been assigned to the 50th Inf., by G. O. No. 100, W. D., 1917, I would report myself on leave of absence since June 11, 1917, per S. O. No. 50, Hdqrs. U. S. Military Academy, June 11, 1917, and which will expire Sept. 10.

2. My address until further notice will be Nikko, N. Y.

John A. Smith.

For use of penalty envelope, see par. 526.

The letters to the regimental and the company commanders should be addressed, for example, "Commanding Officer, 50th Infantry," and "Commanding Officer, Co. 'A,' 50th Infantry," and not to these officers by name.

In case of change of address, the Adjutant General of the Army, the regimental commander and the commanding officer of your post, should be notified accordingly.

[*Form of Letter*]

Nikko, N. Y.,
August 10, 1917.

From: 2nd Lieut. John A. Smith, 50th Inf.
To: The Adjutant General, U. S. Army.
Subject: Report of address.

In compliance with A. R. 64, I would report that until further notice my address will be, Army and Navy Club, 107 West 43d St., New York.

John A. Smith.

49. Assignment to regiment on foreign service. In case of assignment to a regiment in the Philippines or other foreign country, as soon as you get your assignment order, write to the Quartermaster General, U. S. Army, War Department, Washington, D. C., a letter, for example, such as this:

Red Lion, N. Y.
May 12, 1917.

From: 2nd Lieut. John A. Smith, 50th Inf.
To: Quartermaster General, U. S. Army.
Subject: Transportation to Philippines.

49 (contd.)

Having been assigned by Par. 5, G. O. 100, W. D., 1916, to the 50th Infantry, with station in the Philippines, I would request that transportation be reserved for me on the transport leaving San Francisco for Manila on or about.....

John A. Smith.

At present the Army transports leave San Francisco for Manila on the 5th of each month, unless the 5th falls on Sunday, when sailing is postponed to the following day. All passenger transports touch at Honolulu and Guam. Distance from San Francisco to Honolulu, 2,418 miles; time, 8 days. Honolulu to Guam, 3,842 miles; time, 14 days. Guam to Manila, 1,734 miles; time, 5 days. Usual time from San Francisco to Manila, including stops at Honolulu and Guam, 30 days. Transports usually return from Manila, via Nagasaki and Honolulu; distance, 8,510 miles; time, 28 to 30 days. They leave Manila on the 15th of the month. However, in view of the fact that the above information is subject to change, it is suggested that, by writing to the Quartermaster General, U. S. Army, War Department, Washington, D. C., you ascertain the date of sailing of the transport you should take to comply with your order, if the date of sailing is not given in the order.

Q. M. C. Form No. 88.

WAR DEPARTMENT—OFFICIAL TELEGRAM.

No. ——— (Sent from) Lake George, N.Y., (Date) July 4, 1917.

QUARTERMASTER CORPS UNITED STATES ARMY.

The Western Union Telegraph Company

Will please transmit the following message by telegraph and promptly deliver the same to the party addressed, for and on account of the United States.

J. B. ALESHIRE,
Chief, Quartermaster Corps, U. S. A.

I certify that the following telegram is on OFFICIAL BUSINESS, and necessary for the public service.

John A. Smith,
2nd Lieut., 50th Inf..

Commanding Officer,
Madison Barracks, N.Y..

Will arrive 2 p.m. tomorrow. Request transportation.

Smith,
Lieutenant.

FIG. 3

50. Telegraphing arrival at station. If the railroad station is not at the post and there is no street car line going thereto, then the day before you arrive, you should telegraph for transportation to meet you at the railroad station.

In case an official form (Form No. 406, Q. M. C.) is not available, use an ordinary commercial blank, indorsing thereon, over your signature, **"This telegram is on official business and necessary for the public service,"** and also mark it, **"Government paid."**

The telegram and the certificate should be explained to the operator.

ARRIVAL AT STATION

51. Looking up the adjutant. Upon arriving at your station look up the adjutant at once. If he is not at his office, go to his quarters. If at his office, he will announce and present you to the commanding officer; if at his quarters, he will advise you as to the best hour to call on the commanding officer and, in most cases, will accompany you.

52. Calling on the commanding officer. You are required by the Army Regulations to make both an official and a call of courtesy upon the commanding officer as soon as practicable. Should you reach your station during office hours, the official call is, of course, made at once, immediately after you have reported to the adjutant. Should you reach your post after office hours, but in time to make an evening call, you should call upon the commanding officer at his quarters that evening, reporting to him officially at his office the following morning.

Whether a married officer reporting at a post with his family should be accompanied by his wife and the adult members of his family in making his first call of courtesy upon the commanding officer, is, of course, a matter that each one must decide for himself. It is thought, however, if the wife of the commanding officer be an elderly lady, and particularly if the commanding officer himself be a man much your senior in rank and in age, it would be but an act of courtesy for your wife and the adult members of your family to accompany you as a mark of deference to the age and position of the commanding officer and his wife.

53. Calling on intermediate commanding officers. After reporting officially to the commanding officer, you are required by Army Regulations to report as soon as practicable to your intermediate commanding officers,—that is, your battalion and company commanders.

When reporting officially to your commanding officer, your battalion commander and your company commander be sure to have with you a copy of your assignment or other duty order, and present it when in the act of reporting. This is required by regulations.

54. Uniform worn in reporting. Uniform Regulations prescribe that officers reporting for duty shall wear the uniform of the command, with sidearms.

According to the Uniform Regulations, the normal habitual uniform between reveille and retreat is either the cotton or the woolen olive-drab,—the former during the warm season and the latter during the cold season.

In making your social calls you should wear the proper evening uniform. (See par. 4.)

To the end that there may be no doubt about your reporting for duty in proper uniform, it is suggested that you carry your uniform in your dress suit case and also have with you your saber.

If, through some unavoidable cause, you are unable to report in uniform, with sidearms, be sure to explain to the commanding officer, immediately upon entering his presence, why it is you are not in proper uniform.

See par. 440-a, "Reporting for duty in Washington."

55. Entertainment. It is customary for the adjutant to see that provision is made for your being looked after until you can get settled in your own quarters, **which you should do just as soon as possible.**

As stated in par. 25, it is generally possible to get from your company commander for a short time a company bunk, mattress, pillow, pillow case and a couple of sheets, and by doing this you can move into your quarters promptly, getting permanently settled later. Do not fail to show your appreciation of the hospitality extended by those who entertained you. **Be sure to call at the house within a week after you leave.**

After leaving, send your hostess a book, a box of candy, or some other inexpensive remembrance.

56. Application for quarters. Ascertain from the quartermaster what quarters are available for assignment to you, and then submit a written application of this tenor:

Fort Missoula, Mont.,
March 12, 1917.

From: 2nd Lieut. John A. Smith, 50th Inf.
To: Commanding Officer.
Subject: Assignment of Quarters.

1. I would request that quarters No. —— be assigned to me.

2. A copy of the order assigning me to duty at this station is enclosed.

John A. Smith.

57. Familiarization with standing orders. Read the post, company, and regimental and other orders on file in the company office, familiarizing yourself with all orders in force.

Likewise, when changing station, an officer should at once familiarize himself with the orders in force at his new post.

Remember, however, that no file of orders or other records should ever be taken from the company office without the captain's permission.

58. Familiarization with surroundings. Familiarize yourself as soon as possible with the geography and topography of the post and vicinity, the points of the compass, the source of water supply, etc.

Examine a map of the post and vicinity and then get some officer to accompany you on a walk or two, pointing out the various buildings, boundaries of the reservation, topographical features, etc. Ascertain from "Military Reservations, etc.—Title and Jurisdiction," a copy of which can be found in the adjutant's office, the conditions under which the reservation was acquired by the Federal Government.

59. First impressions. A young officer upon joining is the cynosure of all eyes, and the impression that he then makes will go far toward guiding his brother officers and others in their present and future conduct toward him. So, be natural and courteous in your deportment; punctilious about social and official matters; particular about your dress, and, above all things, avoid being "fresh."

Some youngsters are prone to believe that, as a matter of fact, they really know more than their seniors. Should you ever believe this, take the advice of a friend, and be sure to break the news to your seniors gently.

60. Calling. It is the custom for all officers to call upon you within a few days after your arrival. Be sure to keep track of these calls and return them within a week. You cannot be too careful about this matter, for it is one concerning which most officers are sticklers.

Not only does promptness in making and returning calls save time and trouble, but it also produces a good impression.

In large posts especially, it is not expected, nor is it desirable that officers should regularly exchange calls with everyone, but the younger officers should call on the field officers at least once every six months.

61. Social "Customs of the Service." You cannot observe with too much care the social customs of the service—the customs that are so essential to good fellowship, and contentment, harmony, and happiness of the garrison. See "Customs of the Service," par. 427.

Young officers stationed near towns and cities sometimes make the mistake of neglecting post entertainments for town or city society. Regret for such a course is generally brought home sooner or later. It is suggested that neither be entirely neglected for the other.

In our social intercourse there are many little conventionalities which, although of no apparent intrinsic importance, are in the eyes of the world an index to character and breeding, and these conventionalities no gentleman can afford to ignore.

The author has known young officers who were very careless about observing the simplest forms of polite society, and, as natural and just consequence, not only did people soon stop extending social courtesies to them, but the officers in question also, early in their careers, made for themselves the reputation of lacking the elements of well-bred and considerate gentlemen, and of being deficient in social education.

While speaking one day to one of our most prominent and successful generals, the writer asked him what advice he would give a young ambitious officer just beginning his career, and he replied: "One of the first things I should tell him, would be 'Familiarize yourself with the conventionalities and amenities of life,—know the proper thing to do and do it at the proper time.' Men, as a rule, do not realize the importance of this in our present scheme of civilization." Such were the words of a successful general,—a thorough soldier, a man of strong convictions and a gentleman of high ideals. What he said, therefore, must not be misconstrued as savoring of subserviency or sycophancy,—it is merely manly deference to your equals, your elders and your superiors,—a genteel consideration of your fellow beings,—treating others as you would have them treat you. This line of conduct is especially important in the Army, where we all live like one big family,—where we are, sooner or later, so dependent upon one another for our own happiness and contentment. While it is true that a knowledge and a practice of the niceties and courtesies of life are of little or no value on the field of battle, it must also be remembered that we spend very nearly our entire lives in garrison.

Gentility and true politeness should never be mistaken for weakness or servility.

The practices mentioned in the paragraphs that follow are strictly observed in all well-regulated society, both in the Army and in civil life.

62. **Dinner invitations.** Dinner invitations should be answered within twenty-four hours. It is considered an incivility to permit a dinner invitation to lie on your desk three or four days awaiting an answer. It is very annoying to a hostess not to receive an answer until the last minute, not only because it may prevent her from asking other and more polite people, but also for other obvious reasons.

One who fails to acknowledge the receipt of a dinner invitation is rightly considered ill-bred and ungentlemanly.

A dinner invitation should always be answered decisively. To say, for instance, "Mr. Smith would be very happy to accept Mrs.

Jones's kind invitation for dinner on Tuesday evening, January tenth, at eight o'clock, if his company is not ordered into the field before that time," would be an unforgiveable liberty.

An invitation is answered in the same person in which it is written. Thus:

Captain and Mrs. John Smith request the pleasure of Mr. Robert E. Jones's company at dinner on Thursday evening, January tenth, at eight o'clock.

(Answer)

Mr. Robert E. Jones accepts with pleasure (or, regrets that a previous engagement prevents his acceptance of) Captain and Mrs. John Smith's kind invitation to dinner on Thursday evening, January tenth, at eight o'clock.

Garrison, January tenth.

Garrison, January 3, 1908.

Dear Mr. Jones:—

We will be very glad to have you dine with us very informally on Wednesday, the tenth, at seven o'clock.

Cordially yours,

MARY A. SMITH.

(Answer)

Garrison, January 4, 1908.

Dear Mrs. Smith:—

I shall be very glad to dine with you and Captain Smith on Wednesday, the tenth, at seven o'clock.

Or

I regret that a previous engagement to dine with Mrs. Corbin on January tenth makes it impossible to accept your kind invitation for that evening. *Cordially yours,*

ROBT. E. JONES.

63. **Addressing of letters and envelopes.** Letters to persons in the post are usually addressed, "Garrison."

The envelope containing the answer to an invitation extended by a husband and wife should always be addressed to the wife.

64. **Answering invitations.** The general rule about answering invitations is that they should be addressed to the person in whose name they are extended. Thus:

Fort Leavenworth, Kansas,
June 1, 1909.

Dear Captain Ross:—

Mother wishes me to say that she would be very glad to have you dine with us on Wednesday evening, June fifth, at eight o'clock

Sincerely yours,

GLADYS HOYLE.

(Answer to the mother.)

Fort Leavenworth, Kansas,
June 1, 1909.

My dear Mrs. Hoyle:—

It will give me much pleasure to dine with you on Wednesday evening, June fifth, at eight o'clock. Thanking you for your kind thought of me, I am,

Sincerely yours,

JAS. A. ROSS.

65. Invitation to card party. An invitation to a card party should always be answered with the same promptness as a dinner invitation. A hostess wishes to make up her tables as soon as possible, but this can not be done until she has received answers to all the invitations sent out. A call is always made after a card party, or any other form of entertainment to which one is invited.

66. Never be late at a dinner. Never be late at a dinner,—such action is most inconsiderate of your hostess, who has made all preparations to have the meal served promptly at the designated hour. When attending a dinner given in honor of some one who is not a house guest of your host or hostess, do not leave before the guest of honor has gone.

67. Invitation to ball or reception of general nature. Should it be impossible to accept an invitation to a ball or reception of a general nature, which invitation has been sent by an acquaintance whose card is enclosed, a note of regrets should be written the acquaintance, and should the invitation require an answer, a reply couched in the same terms as the invitation should be sent the proper person.

68. Invitations to private balls and dances. Invitations to private balls and dances should always be acknowledged promptly, the form of reply varying according to the form of invitation, as in the case of dinner invitations.

69. Invitation to home wedding. An invitation to a home wedding should be acknowledged soon after its receipt by a note in the third person either accepting or declining.

70. Invitation to church wedding. An invitation to a church wedding, unless accompanied by a card inviting one to a wedding reception at the house later, requires no formal acknowledgment, but after the bride and groom are established in their home, a call, if in the same city, or cards sent by post, if from a distance and no present is sent, is a general, though not an obligatory, custom. In such a case cards would be sent to the father and mother of the bride and to the bride and groom also.

A bachelor, to acknowledge such an invitation (when no wedding present is sent) places two of his cards in an envelope which is addressed, for example, "Mr. and Mrs. John A. Smith." If married, two cards of the husband and one of the wife are inclosed.

The cards to the parents should be sent promptly after receiving the invitation, but those to the bride and groom should not, of course, be sent until after the wedding. Some people, however, make it a rule not to send the cards to the parents until after the wedding.

If the invitation to a church wedding incloses "at home" cards of the bride and groom, the same rule obtains.

If there is inclosed a card to a wedding reception following the ceremony at the church, a note in the third person should be sent to the parents or the person in whose name the invitation is sent.

71. Invitation to wedding breakfast. In case an invitation be received to a wedding breakfast, an acceptance or regrets should always be sent. This should be done even though the wedding breakfast be evidently of a more or less general nature, and does not call specifically for an answer.

72. Announcement of marriage. An announcement of a marriage should be acknowledged by cards sent to the person or persons making the announcement. A set of cards for the bride and groom should be inclosed, unless an "at home" card of the bride and groom is inclosed with the announcement, in which case the cards for them are sent to their address instead.

73. Receptions. It is customary to leave cards (one for each person receiving) at receptions, teas, and "at homes," and to make calls within one week after the functions. It is not customary to answer "at home" cards or invitations to receptions and afternoon teas, unless an answer is requested. However, if one can not attend, it is proper, although not customary in all places, to send cards, by mail or messenger, so that they will arrive the afternoon of the function. In case the invitation is extended in the name of the hostess alone, one card is sent; if in the name of the hostess and husband, two cards; and if in the name of hostess, husband and daughter, three cards,—that is, one card for each person in whose name the invitation is extended.

It may be said in this connection that it is not considered good form to write "Regrets," "Accepts" or "Declines" on cards.

74. Dinner and party calls. Dinner and party calls, **whether or not the invitation was accepted,** should be made **within one week** after the function.

75. Making calls. Make it an invariable rule to call **promptly** on new arrivals in the post, and also return **promptly**—within one week—all calls made on you.

76. Writing letter after visiting friends. If, upon visiting a post, you should stop with friends, after you leave write **promptly** a note of thanks informing your host or hostess of your safe arrival home and expressing anew your pleasure at the hospitality enjoyed. Of course, a similar note would be written if you visited friends in civil

life. However, in either case, prevailing custom does not require the writing of such a letter when your stay has been very brief,—less than forty-eight hours, for instance.

To send your hostess a little remembrance in the form of flowers, a book, a box of candy, or some other inexpensive gift, would be a thoughtful act of gentility.

77. Introducing stranger at reception and other functions. If you take a stranger (man or woman) to a reception or any other function or gathering of any kind, make it your special business to see that your friend meets people. The author has seen young officers take strangers to receptions and not introduce them to anyone, thus placing the strangers in a stupid, embarrassing position.

78. Being attentive to hostess and visitors. If you attend a dance given in some one's honor, be sure to ask the guest of honor for a dance; if it be a dinner, reception, or card party, pay the guest of honor some attention during the function. Of course, you should always pay your hostess, too, proper attention. Also be sure to pay some attention to visiting girls and lady members of families of officers just joining the garrison.

If you attend a hop after a dinner party, be sure to ask your hostess for a dance and also, if possible, dance with the other ladies of the dinner party.

79. Being attentive at social functions to wife of commanding officer. At hops and other social functions pay the wife of the commanding officer, especially if she be an elderly woman, the attention to which her position entitles her. Also pay some attention to any guests she may have.

80. Deference to spectators at dances. If any officers or ladies, especially if elderly, whom you know are present merely as spectators, speak a few words to them during the course of the evening.

81. Escorting unattended girls. If invited, for instance, to a dinner or card party, and if you know of any girl who has been invited, but who probably has no escort, ask her if you may have the pleasure of escorting her. In fact, it would be very thoughtful and genteel to ask the hostess by telephone or some other informal way whether you could be of assistance to her in looking after any of her lady guests that may not have escorts.

If you see that a girl has come to a dinner or card party unattended, ask her during the course of the evening if you may have the pleasure of seeing her home.

Such little acts of thoughtfulness are always appreciated by your hostess (to whom you are, as a matter of fact, under social obligation) as well as by the girls themselves.

Aside from the fact that such acts of thoughtfulness will mark you as a gentleman of refined instincts, they are no more than what

is justly and fairly expected of you by the hostess who asks you to her home to break bread at her table.

82. **Officers' mess (Club).** If one is maintained at your station, it is for many reasons desirable, and in some sense a duty, to belong to it.

83. **Messing.** Officers just starting their career should be most careful to make arrangements for messing which will enable them to live with the quiet dignity becoming their station. An officer's pay is given him for this purpose; it is sufficient to cover his expenses, and he owes it to the service to dress and live, though simply, yet always "like a gentleman."

(NOTE.—One should be very careful about his table manners. Those who, owing to the lack of early advantages, are not familiar with table and other conventionalities, should keep their eyes open and observe those who are, and then follow their example. Holding the knife and fork in some unusual way, conveying food to the mouth with a knife, making peculiar noises with the mouth while eating, failing to place the knife and fork on his plate when one is through,—all of these and similar things cause people to talk about a person and ridicule his table manners. In this connection it may be remarked that whenever anything is passed you by another person at the table you should always relieve him of the dish before helping yourself,—do not help yourself while he is holding the dish as a waiter would hold it.)

84. **Gossip.** The germ of gossip may be likened unto the germ of cancer—as the latter contaminates and rots the healthy flesh, so the former contaminates and rots the social fabric, harmony, and happiness of the post. No good can possibly come from gossiping, while harm almost invariably follows. Good breeding, culture, refinement, and manhood should forbid gossiping.

It is not expected that every one in a garrison shall be congenial. That would be too much to expect of human beings; but those who are uncongenial should each go their own way and let one another alone, before their faces and **behind their backs.** Indeed, in the army, "Silence is golden."

As pertinent to this subject, the following is quoted from **The Crimes of the Tongue,** by William George Jordan:

"The second most deadly instrument of destruction is the dynamite gun,—the first is the human tongue. The gun merely kills bodies; the tongue kills reputations and ofttimes ruins characters. Each gun works alone; each loaded tongue has a hundred accomplices. The havoc of the gun is visible at once. The full evil of the tongue lives through all the years, even the eye of Omniscience might grow tired in tracing it to its finality.

"The crimes of the tongue are words of unkindness, of anger, of malice, of envy, of bitterness, of harsh criticism, gossip, lying, and scandal.

"At the hands of the thief or murderer few of us suffer, even indirectly. But from the careless tongue of friend, the cruel tongue of enemy, who is free? No human being can live a life so true, so

fair, so pure, as to be beyond the reach of malice or immune from the poisonous emanations of envy. The insidious attacks against one's reputation, the loathsome innuendoes, slurs, half lies by which the jealous mediocrity seeks to ruin its superiors, are like those insect parasites that kill the heart and life of a mighty oak. So cowardly is the method, so stealthy the shooting of the poisoned darts, so insignificant the separate acts in their seeming, that one is not on guard against them. It is easier to dodge an elephant than a microbe.

"Scandal is one of the crimes of the tongue, but it is only one. Every individual who breathes a word of scandal is an active stockholder in a society for the spread of moral contagion. He is instantly punished by nature by having his mental eyes dimmed to sweetness and purity, and his mind deadened to the sunlight and glow of charity. There is developed a wondrous, ingenious perversion of mental vision by which every act of others is explained and interpreted from the lowest possible motives. They become like certain carrion flies that pass lightly over acres of rose gardens, to feast on a piece of putrid meat. They have developed a keen scent for the foul matter upon which they feed.

"One of the most detestable characters in all literature is Iago.

"Iago still lives in the hearts of thousands, who have all his despicable meanness without his cleverness."

85. Scouting for trouble. Should there be any trouble between any of your fellow officers over a matter that does not concern you, do not make the mistake of getting yourself embroiled by taking sides, especially if the officers are your superiors. The officer who does so is playing the part of a busybody, a meddler,—he is hunting trouble,—he is going out of his way to find it, ofttimes, he will find much more than he bargained for. As a rule, sufficient troubles of our own come to us sooner or later, without our going out scouting for them.

86. Growling and whining. Don't be **a growler,**—there is nothing so tiresome and boresome as a chronic "kicker" and inveterate "knocker." People are always sorry to see him come and always glad to see him go. Remember this: **Unless you are ready and ABLE to build up, don't tear down.** The author once heard one of our most prominent generals remark, and with so much truth, **"Show me a chronic 'knocker,' and I will show you a man who is a public nuisance and who has never done anything."**

One sometimes hears an officer growling about the amount of work he has to do, complaining he has more than his share, etc. Remember, your time is not your own,—it belongs to the Government, which pays you for it.

Whatever you do, do not speak ill of your regiment or any of your fellow officers in the presence of outsiders, civilians or military, and don't criticise officers or orders in the presence of enlisted men.

Akin to growling is whining. If admonished by your captain or your commanding officer, do not go around telling everybody about it,—the chances are they are not at all interested in the matter, and furthermore such action is puerile.

87. Drinking. Excessive drinking in the Army, like excessive drinking in civil life, almost invariably leads to trouble, and often ruin.

If you feel like taking a drink, do so, it matters not who may be present, but do not so far forget yourself as to drink to excess. Reckless drinking is neither manly, military, nor gentlemanly, and is always a drain on the purse and body. A good rule, even for moderate drinkers, is **never to touch a drop of liquor when on, or about to enter upon, any duty.**

It may be said in this connection that the present policy of the War Department is to treat with decided severity the intemperate use of intoxicants on the part of officers. For example, the former practice of accepting pledges instead of trying officers in cases of drunkenness has been discontinued by order of the War Department, and courts and reviewing authorities have been enjoined to handle with a firm hand cases of drunkenness on the part of officers.

88. Money matters and debts. Not only can a sober and frugal officer—and all officers should be sober and frugal—live well, dress well, and enjoy life on the pay of a second lieutenant, but if a bachelor, he can also save money.

By all means avoid getting into debt,—the curse of many a young officer,—**live within your means.** It is a well-known fact that during the last few years the court-martial of nearly every officer tried in the Army has been due directly or indirectly to their living beyond their means. **Avoid debt as you would a pest,** and, if in debt, get out of it as soon as you possibly can. "Bone check book" in every way possible until you do not owe a single cent.

If, however, you are so unfortunate as to be in debt, send every one of your creditors a remittance every month, it matters not how small the amount. Remember, the men who sold you the goods on credit are entitled to some consideration from you, and a monthly remittance, no matter what the amount may be, will show that you have not forgotten them, and that you are trying to pay your bills. Almost without exception creditors are very patient and considerate with debtors who show a desire to pay their bills. The writer knows of an instance where a young officer joined his regiment several hundred dollars in debt, and at the end of every month he would send his creditors $50 or $60 in $5 and $10 checks. At the end of fourteen

months or so he received a very complimentary letter from one of his old creditors whom he had just finished paying $120 in $5 and $10 checks, to the effect that he always knew what to expect of the officer, for the checks came regularly at the end of every month, and he was not at all worried about the bill,—that the officer thus showed him that he was trying hard to pay his debts, and that he reckoned the officer among his most reliable customers.

89. Insurance of life and property. Every young officer should carry life insurance, and the Army Mutual Aid Association is recommended. The energies and resources of the Association are devoted to caring for the widows, children, and relatives of deceased brother officers. Information regarding rates, etc., can be obtained upon application to the Secretary and Treasurer, Army Mutual Aid Association, Washington, D. C.

Should you desire to insure your household effects, communicate with the Secretary and Treasurer, Army Co-Operative Fire Association, Fort Leavenworth, Kan.

90. Punctuality. Punctuality is one of the cardinal requisites of a good soldier. Cultivate the habit of being punctual,—make it an invariable rule always to be at the appointed place three or four minutes before the time ordered. **Get into the habit of being punctual.**

91. Promptness. Always act promptly, never putting off until tomorrow what can be done today. Procrastination has thwarted the advancement of many a bright, able officer. **Get into the habit of being prompt.**

92. Industry and perseverance. In the profession of arms, as in all other professions, officers ultimately take standing according to efficiency and merit. Efficiency requires time, labor, and perseverance. Of course, ability such as was possessed by Napoleon, Wellington, Grant, Lee, and other geniuses is not to be acquired, but the officer of average ability may educate himself to a capability, if not to command an army, then a regiment, and if not a regiment, then at least a company.

Great and extraordinary intellects may win laurels and stand high in their professions with but little labor, but such geniuses are very rare,—the average mortal, without inspiration or natural gift, can hope to gain success only through industry and perseverance.

93. Forethought. Forethought, a most valuable asset, is really an acquired trait. **Get into the habit of cultivating it,**—it is astonishing how this quality can be improved with practice.

94. Attention to details. Get into the habit of paying attention to details. It is a well known fact that some of our greatest generals owed their success in a large degree to their strict attention to details. A famous English general once remarked, "I attribute my success to the fact that I attended in all things in the first instance

to small details; but, it is the fashion now to think that small details are not essential. My theory and practice have been exactly the reverse. I maintain the small details are essential. Every great intellect can bring details to a successful result, but without details intellect can do nothing. That is the principle I have tried to inculcate in the spirit and sentiments of the army, and to this day, when I go about to inspect the regiments, I look to these small details as much as I used to do formerly. I believe them to be the rudiments and ground work of our services, and upon them we must build those enlarged views, those enlarged requirements."

Of course, it goes without saying that one who has subordinates that are charged with certain duties, should not attend to details to such an extent as to interfere with and pester those under him,—he should confine himself to general instructions, leaving the details to the subordinates who should be held strictly responsible for results. However, one must not forget it is a well-established principle that it is the duty of an officer or noncommissioned officer who gives an order to see it is obeyed. Carrying out orders received does not end in their perfunctory transmission to subordinates, but one must personally see that orders transmitted to subordinates are made effective.

95. **System and method. Get into the habit of being systematic and methodical.** A systematic and methodical man can accomplish in a given time two or three times as much as a man of equal intelligence who is not systematic and methodical. **Make for yourself the reputation of being careful, sytematic and methodical.**

96. **Your dress.** Always be sure to turn out in the regulation uniform, with your clothing properly brushed, cleaned and pressed and every article of your equipment in shipshape. **Above all avoid slouchiness.**

97. **Seeking advice.** In case you wish advice on any subject go to either the adjutant or your company commander,—either will gladly assist you. When no officers are at hand, you should not feel backward or ashamed to ask old soldiers, especially noncommissioned officers, concerning matters you do not understand. Although you may have more "book-learning" than the old soldier, he knows more about soldiers and soldiering than you will know for several years to come.

98. **Treatment of enlisted men.** Young officers sometimes run to one of two extremes in the treatment of their men,—they either, by undue familiarity or otherwise, cultivate popularity with their men; or, they do not treat them with sufficient consideration,—the former course will forfeit their esteem; the latter, ensure their dislike, neither of which results is conducive to commanding their respect.

Treat your soldiers with proper consideration, dignity, and justice,—remember they are members of your profession, the difference being one of education, rank, command and pay,—but they are men, like yourself, and should be treated as such.

Under no circumstances should you ever swear at a soldier,—not only is this taking a mean, unfair advantage of your position, but it is undignified, ungentlemanly and, unmilitary. It is even more improper for you to swear at a soldier than it is for a superior to swear at you,— in the latter case the insult can be properly resented; in the former, it must be borne in humiliating silence.

Remember, that if by harsh or unfair treatment you destroy a man's self-respect, you may at the same time destroy his usefulness.

Familiarity is, of course, most subversive of discipline, but you can treat your men with sympathetic consideration without being familiar with them.

In dealing with enlisted men, do not use the same standard of intellect and morals that apply in the case of officers. And remember, too, that a thing that may appear small and trivial to an officer may mean a great deal to an enlisted man,—study your men, learn their desires, their habits, their way of thinking, and then in your dealings with them try to look at things from their standpoint also. In other words, in your treatment of your men be just as human as possible.

On the subject of the treatment of enlisted men by officers, the Army Regulations say: "Superiors are forbidden to injure those under their authority by tyrannical or capricious conduct or by abusive language." While maintaining discipline and the thorough and prompt performance of military duty, all officers, in dealing with enlisted men, will bear in mind the absolute necessity of so treating them as to preserve their self-respect. Officers will keep in close touch as possible with the men under their command and will strive to build up such relations of confidence and sympathy as will insure the free approach of their men to them for counsel and assistance. This relationship may be gained and maintained without relaxation of the bonds of discipline and with great benefit to the service as a whole.

In December, 1916, the War Department issued the following instructions on the relations between officers and enlisted men:

(a) While unquestioned obedience and respect for properly constituted authority must remain the corner-stone of discipline and the foundation on which to build military efficiency, the advance in education and intelligence of our citizenship make it more important than ever to establish a close and sympathetic relationship between the officer and his men. Prior to 1898, our army was in great part a frontier police, in number, an insignificant portion of our total

population, and generally isolated from populous centers with their comforts and amusements. The material increase of our military establishment has placed both officers and men under the observant public eye, and in their mutual relations it becomes a duty and an honor to exemplify our country's principles of equal and exact justice for all. While there must be no relaxation of discipline in exacting a thorough and prompt performance of military duty, officers when dealing with subordinates must bear in mind the absolute necessity of avoiding language and remarks or gestures which tend to lessen self-respect. This is all important if we are to have a cheerful, willing, and efficient army. It is not necessary to adopt a tone of voice or manner different from that usually employed in general conversation, and especial care must be taken against sarcasm and unnecessary public rebuke. These faults while more often found in officers new to the service, sometimes exist in others of more experience. Such officers are unfit temperamentally for command of men.

(b) All newly appointed officers must realize there is much for them to learn, and the only way to qualify themselves for higher and independent command is by constant intellectual exercise, by systematic study and sympathetic knowledge of those entrusted to their control. Careful attention to the instruction of these officers is enjoined upon all commanders. They will be impressed with the importance of the faithful performance of every duty, however unimportant it may appear, and with the responsibility of their conduct and bearing in all relations with those under their command. All commanders will endeavor to build up such relations of confidence and sympathy as will insure those under their command coming to them freely for counsel and assistance without relaxation of the bonds of discipline. Any officer known to be tactless in his treatment of enlisted men will be given special instruction and supervision. Department commanders and other officers will make proper notation on the efficiency reports wherever officers are found temperamentally unfit to exercise command of men as required under this order.

99. Relations with civilians and National Guardsmen. It may be said that there is a feeling amongst some civilians, and a feeling that is not in some cases entirely without foundation, that some Army officers are at times inclined to hold themselves aloof from civilians to the extent of appearing snobbish. The officer whose manners excite such criticism is lost to his sense of responsibility to himself and to the service. To be courteous and considerate, in speech and manner, in all social, business, and official relations with civilians, is incumbent upon all officers. It is to be remembered that our Regular Army is essentially the **people's** Army and that it exists only by their good will and pleasure; that it is the **people** who created the Army and that it is the **people** who maintain and support it.

With regard to our citizen soldiery, called the National Guard, not only should a feeling of comradery cause us always to extend to them a sympathetic hand, but it is really a part of our duty to help them in every way possible. Under the present law, our next war, should it be one of any magnitude, will be fought to a great extent by the Organized Militia; and it is, therefore, our duty to assist, instruct and encourage them by willingly and freely giving them the benefit of our experience and training as professional soldiers,—by letting them have the benefit of the knowledge and information, practical and theoretical, that we have acquired at the expense of the Government.

100. Art of War. One of our ablest officers has given this definition of the art of war: 1-5 is learned from books; 1-5 is common sense; 3-5 is knowing men and how to lead them.

101. Don't go over heads of people. In giving instructions or in doing or getting things be careful not to go over the heads of people, —there is nothing that will rile the average man more than this.

In this connection it may also be said that you should not get a company clerk, a clerk in the adjutant's office, or any other soldier occupying a similar position to do any clerical work for you without first speaking to the officer under whose immediate directions the man is working.

102. When assuming a new command do not be too hasty about making changes. Probably the greatest administrative officer the Army has ever had said to the author one day, "In assuming a new command I always make it a rule to go slowly in changing things my predecessor has done. He probably had good reasons for his acts, and after you have been in command a while and gotten familiar with conditions your views may be quite different from what they were at first."

103. Service publications. Officers, upon joining the service, should, depending upon which branch of the service they belong to, become members either of the U. S. Infantry association, Washington, D. C.; the U. S. Cavalry association, Fort Leavenworth, Kan.; Journal U. S. Coast Artillery, Fort Monroe, Va.; or the U. S. Field Artillery association, Washington, D. C., and thus get the journals published by the association which the officer has joined.

Officers should also subscribe to either the Army and Navy Journal, 20 Vesey St., New York; or, the Army and Navy Register, Washington, D. C. Subscription to the Military Economist, Cambridge, Mass., is also recommended. In this way an officer keeps posted on the best current thought and ideas in the Army,—he sees what his brother officers are doing and keeps in touch with the personnel of the service.

The Saturday edition of The Evening Post, New York ($1.50 per year), devotes considerable space (usually a whole page) to Army news. The Tribune, New York (daily, including Sunday edition), $8 per year, devotes more space to Army than any other daily of New York.

The following named newspapers make more or less a specialty of Army and National Guard news: Baltimore Sun, Kansas City Star, Leavenworth Times, Boston Evening Transcript, Chicago Inter-Ocean, Boston Globe, Brooklyn Daily Times, Brooklyn Eagle, Standard Union (Brooklyn), New York World, New York Times, New York Press, Philadelphia Ledger, Philadelphia Inquirer, Pittsburgh Press, Washington (D. C.) Evening Star, Washington (D. C.) Post.

104. The Amy List and Directory, a pamphlet published the 20th of every month, gives the names of the commissioned personnel of the various departments, staff corps and regiments, and also the names and addresses of all officers of the Army, active and retired. It can be obtained from the Superintendent of Documents, Government Printing Office, Washington, D. C., at 15 cents a copy, or $1.50 a year.

105. Translating professional books and papers. The War College Division of the General Staff is always glad to avail itself of the services of officers who are good translators of any foreign language. Officers doing translation work receive credit for the same on their efficiency record. Officers wishing to secure professional books or papers for translation should communicate with "The Chief, War College Division, General Staff, Washington, D. C."

A dictionary for use in connection with translation work is usually furnished, if asked for.

(NOTE—The War Department has published a splendid French-English Military technical dictionary (Document No. 95), by Capt. (now Colonel) Wilcox, a copy of which would probably be furnished you upon application.)

106. Know where to find information. Quite often matters come up that officers complain are not covered in the Army Regulations, in some of the Staff Department Manuals, or in some other way, while, as a matter of fact, the very things in point are so covered. The trouble is, some people do not know where to find things,—hence, spend your first few months in the service learning what subjects the Army Regulations, the Staff Department Manuals, etc., contain, so that you will know that they exist and will be able to find them when the occasion arises.

107. "Army Changes." In connection with what has been said in the preceding paragraph, it is suggested that you subscribe to "Army Changes" (published quarterly,—January 1, April 1, July 1, and October 1), which will keep your Army Regulations, Drill Regu-

lations, Field Service Regulations, Manual of Interior Guard Duty, and about thirty (30) other War Department publications "posted" up to date. (Annual subscription, $1.50; single copies, 50 cents. Geo. Banta Publishing Co., Menasha, Wis.)

108. File of personal orders. Keep in the form of a scrap book a file of all company, post, regimental, department, War Department, and other orders affecting you. Not only will you find such a file most interesting, especially in later years, but it will also be very convenient for purposes of reference. A Weis Scrap Book, No. 105, obtainable from almost any large stationery dealer, is recommended for this purpose.

109. Legible signatures. Of late years there has been considerable just criticism of the illegible signature of many officers, especially youngsters. Illegible signatures are often a source of annoyance, inconvenience, and exasperation to others. Although a person may write more or less illegibly, there is no excuse for illegible signatures, which can be avoided so easily by the exercise of a little care and pains.

If through affectation or for any other reason your signature is illegible, then you should follow the sensible custom that some people with illegible signatures do, of either typewriting their names under their signatures or stamping them there with a rubber stamp.

110. THE YOUNG OFFICER'S DON'TS

The following extracts from an English publication entitled, "THE YOUNG OFFICER'S DON'TS," are considered worthy of careful perusal:

DON'T, on joining your regiment, lose sight of the fact that you are now a young officer, and, therefore, no longer an old cadet. Your immediate seniors will be disposed to speedily remind you of the change, should it ever escape your memory.

DON'T assert yourself or your accomplishments. They will be the more appreciated when found by others, and so, perhaps, will you.

DON'T affect a superiority over your brother officers, either as regards knowledge or ignorance. Prigs and ignoramuses are alike intolerable; but the latter predominate.

DON'T, however poor you may be, dress shabbily.

DON'T affect any singularity in dress. This is a monopoly of great men who, presumably, desire to bring themselves down to the level of ordinary mortals. Knowing this instinctively, men will try to find a reason for your peculiarities, should you cultivate any.

DON'T, if you are well off, perpetually boast about the largeness of your purchases. Nothing is more offensively vulgar than telling people "what you gave" for this or that, and the chances are that you are only advertising your own folly and gullibility.

110 (contd.)

DON'T sneer at anybody, either openly or behind their backs. It is bad manners and uncharitable; even men with ridiculously bad memories will not readily forget your having done so.

DON'T be captious. Your elders always think they know better than you, and, without being sycophantic, it is graceful to be silent rather than contradict them flatly. It is also politic.

DON'T forget small debts. The shilling borrowed at pool is apt to be sooner forgotten than the sovereign lent at a race meeting —by the borrower.

DON'T openly despise a man, of your own or other standing, whom you feel to be your inferior. Depend upon it there is something at which he can beat you handsomely, and he will leave no stone unturned till he does it.

DON'T recite your personal experiences too frequently, or with wearying detail. Unsolicited anecdotes of personal prowess have, as a rule, more charm for the teller than for his audience—some of whom politeness may alone prevent from capping them.

DON'T do nothing because there is nothing to do. The human machine is a poor contrivance when it stops running because nobody happens to replenish its hopper.

DON'T parade a want of interest in things which may be engaging the attention of your brother officers. Rightly or wrongly, they will expect your sympathy, and will resent its denial.

DON'T allow yourself to have any tricks of manner, or habit, if you can help it.

DON'T set to undervalue on pedigree or family connections. Noblesse oblige should be your patrician motto. Remember Lord St. Leonards' answer to the snob who reminded him that his father was a barber. "Had your father been a barber," was the rejoinder, "you would have been a barber too." There is no need to proclaim yourself a born gentleman, if you behave as such.

DON'T, as you value your existence, give men a handle to call you a toady. He who forces himself into the friendship of his superiors loses forever the esteem of his equals; and, under a dynasty that knows not Joseph, will realize how hearty the dislike and contempt of his comrades can be.

DON'T rely upon what is termed "pull" for promotion and advancement. Your own exertions will procure you a solid esteem, infinitely more useful than the recommendation of men in high places, bestowed (begrudgingly more often than not) upon your father's son.

DON'T be over-anxious to kick down the ladder by which you may have climbed. Men who have done you a good turn at any time remember it and its direct bearing on your success long after they and it have faded from your mind.

110 (contd.)

DON'T talk loud at mess, or monopolize the conversation by telling stories which, though possibly new to you, may be well known to your elders. These are the privileges of senior officers, and your turn will come.

DON'T, by any chance, mention a lady's name at mess. This rule is as good as it is old, and can not be too strictly adhered to.

DON'T use strong language at mess. Rudeness from a boy's lips becomes an insult from a man's, and its consequences are proportionately serious.

CHAPTER II

MILITARY COURTESY

111. Importance. The importance of the subject of military courtesy, especially for the young officer just beginning his career, can not be emphasized too strongly.

General Orders No. 183, Division of the Philippines, 1901, says: "In all armies the manner in which military courtesies are observed and rendered by officers and soldiers, is an index to the manner in which other duties are performed."

The Army Regulations tell us, "Courtesy among military men is indispensable to discipline."

112. Military courtesy not confined to official occasions. To quote from the Army Regulations, "Respect to superiors will not be confined to obedience on duty, but will be extended on all occasions." In his suggestions to young officers, Captain Sargent says: "Officers take precedence according to rank as laid down in the Regulations, and this precedence extends to your social life, to the mess, and to the club. When a senior enters the club, it is just as much an act of official courtesy as it is a social one to offer him a chair and a paper, to defer in a manly way to his rank.

"For the same reason, if you are out drilling your company, never pass across the front of a company commanded by a senior so as to cause him to halt or mark time until you are out of the way. You might be a little in advance of him, and so have what is commonly termed the right of way, but it would be a courteous thing to do if you took a little longer route and avoid delaying him.

"I do not mean that there should be a servility or fawning towards a superior officer,—such a course is detestable; but that there should be deference, which in official intercourse should be marked."

113. The nature and origin of the civilian salute. When a gentleman raises his hat to a lady he is but continuing a custom that had its beginning in the days of knighthood, when every knight wore his helmet as a protection against foes. However, when coming among friends, especially ladies, the knight would remove his helmet as a mark of confidence and trust in his friends. In those days failure to remove the helmet in the presence of ladies signified distrust and want of confidence,—today it signifies impoliteness and a want of good breeding.

114. The nature and origin of the military salute. From time immemorial subordinates have always uncovered before superiors, and equals have always acknowledged each other's presence by some courtesy,—this seems to be one of the natural, nobler instincts of man. It was not so many years ago when a sentinel saluted not only with his gun but by taking off his hat also. However, when complicated headgear like the bearskin and the helmet came into use, they could not be readily removed and the act of removing the hat was finally conventionalized into the present salute,—into the movement of the hand to the visor as if the hat were going to be removed.

Every once in a while a man is found who has the mistaken idea that he smothers the American spirit of freedom, that he sacrifices his independence, by saluting his officers. Of course, no one but an anarchist or a man with a small, shrivelled-up mind can have such ideas.

Manly deference to superiors, which in military life is merely recogniton of constituted authority, does not imply admission of inferiority any more than respect for law implies cowardice.

The recruit should at once rid himself of the idea that saluting and other forms of military courtesy are un-American. The salute is the soldier's claim from the very highest in the land to instant recognition as a soldier. The raw recruit, by his simple act of saluting, commands like honor from the ranking general of the Army,—aye, from even the President of the United States.

While the personal element naturally enters into the salute to a certain extent, when a soldier salutes an officer he is really saluting the office rather than the officer personally,—the salute is rendered as a mark of respect to the rank, the position that the officer holds, to the authority with which he is vested. A man with the true soldierly instinct never misses an opportunity to salute his officers.

As a matter of fact, military courtesy is just simply an application of common, every-day courtesy and common sense. In common every-day courtesy no man with the instincts of a gentleman ever thinks about taking advantage of this thing and that thing in order to avoid paying to his fellow man the ordinary, conventional courtesies of life, and if there is ever any doubt about the matter, he takes no chances but extends the courtesy. And this is just exactly what the man who has the instincts of a real soldier does in the case of military courtesy. The thought of "Should I salute or should I not salute" never enters the mind of a soldier just because he happens to be in a wagon, in a post office, etc.

In all armies of the world, all officers and soldiers are required to salute each other whenever they meet or pass, the subordinate saluting first. The salute on the part of the subordinate is not intended in any way as an act of degradation or a mark of inferiority,

but is simply a military courtesy that is as binding on the officer as it is on the private, and just as the enlisted man is required to salute the officer first, so is the officer required to salute his superiors first. It is a bond uniting all in a common profession, marking the fact that above them there is an authority that both recognize and obey,—the country. Indeed by custom and regulations, it is as obligatory for the ranking general of the Army to return the salute of the recruit, as it is for the latter to give it.

Let it be remembered that the military salute is a form of greeting that belongs exclusively to the government,—to the soldier, the sailor, the marine,—it is the mark and prerogative of the military man and he should be proud of having the privilege of using that form of salutation,—a form of salutation that marks him as a member of the Profession of Arms,—the profession of Napoleon, Wellington, Grant, Lee, Sherman, Jackson and scores of others of the greatest and most famous men the world has ever known. The military salute is ours, it is ours only. Moreover, it belongs only to the soldier who is in good standing, the prisoner under guard, for instance, not being allowed to salute. Ours is a grand fraternity of men-at-arms, banded together for national defense, for the maintenance of law and order, —we are bound together by the love and respect we bear the flag,—we are pledged to loyalty, to one God, one country,—our lives are dedicated to the defense of our country's flag,—the officer and the private belong to a brotherhood whose regalia is the uniform of the American soldier, and they are known to one another and to all men, by an honored sign and symbol of knighthood that has come down to us from the ages,—THE MILITARY SALUTE!

WHOM TO SALUTE

115. General rule. Day or night, covered or uncovered, whether either or both are in uniform or civilian clothes, a subordinate (whether officer or enlisted man) not in military formation, nor at drill, work, games, or mess, salute all superiors whom they meet, pass near, address, or who address them. When not on duty the salute between officers is usually accompanied by a verbal salutation.

116. Salutes by detachment and other commanders. (a) When one person is in command of a unit and other is not. Commanders of detachments or other commands salute officers of grades higher than themselves, first bringing the unit to attention. However, if the person who not commanding the unit is of junior or equal grade to the unit commander, then the unit need not be brought to attention.

(b) When both persons are in command of units. If two detachments or other commands meet, their commanders exchange salutes, both commands being at attention.

117. Navy, Marine Corps, Volunteer and National Guard Officers. Soldiers at all times and in all situations salute officers of the Navy, Marine Corps, and National Guard (when in uniform) the same as they salute officers of the Regular Army.

118. Reserve Corps Officers. Although the subject is not at present (May, 1917) covered by orders or regulations, it goes without saying that soldiers would salute members of the Officers' Reserve Corps **on active duty** the same as they salute their own officers.

119. Foreign naval and military officers. The Manual of Interior Guard Duty requires sentinels to salute foreign naval and military officers, but there are no instructions about other enlisted men saluting them. However, as an act of international courtesy, they should be saluted the same as our own officers.

WHEN AND HOW TO SALUTE

120. Saluting distance. Saluting distance is that within which recognition is easy. In general, it does not exceed 30 paces.

As to the distance at which the salute should be made, the following is what has been the practice in the Army:

In approaching or passing each other within saluting distance, individuals or bodies of troops exchange salutes when at a distance of about six paces. If they do not approach each other that closely, the salute is exchanged at the point of nearest approach. For instance, if the officer and soldier are approaching each other on the same sidewalk, the hand is brought up to the head-dress when about six paces from the officer. If they are on opposite sides of the street, the hand is brought up when about ten paces in advance of the officer. If the officer and soldier are not going in opposite directions and the officer does not approach within six paces, the salute is rendered when the officer reaches the nearest point to the soldier. If a soldier passes an officer from the rear, the hand is raised as he reaches the officer; if an officer passes a soldier from the rear, the soldier salutes just as the officer is about to pass him.

121. When making or receiving reports. When making or receiving official reports all officers salute. Military courtesy requires the junior to salute first, but when the salute is introductory to a report made at a military ceremony or formation to the representative of a common superior,—as, for example, to the adjutant, officer of the day, etc.,—the officer making the report, whatever his rank, will salute first; the officer to whom the report is made will acknowledge, by saluting, that he has received and understood the report.

122. Officer entering room occupied by soldiers. When an officer enters a room where there are several enlisted men, the word "attention" is given by some one who perceives him, when all rise,

uncover, and remain standing at attention until the officer leaves the room or directs otherwise.

123. **At meals.** Enlisted men at meals stop eating and remain seated at attention when an officer enters the room.

124. **When seated.** An enlisted man, if seated, rises on the approach of an officer, faces toward him, stands at attention, and salutes. Standing he faces an officer for the same purpose. If the parties remain in the same place or on the same ground, such compliments need not be repeated.

125. **Soldier indoors.** Indoors, an unarmed enlisted man uncovers and stands at attention upon the approach of an officer. If armed with rifle, he renders the rifle salute at the order or trail.

(NOTE—According to custom, the term "indoors" is interpreted as meaning military offices, barracks, quarters and similar places,—it does not mean such public places as stores, storehouses, riding halls, stables, post exchange buildings, hotels, places of amusement, and railway and steamboat stations. In such places an unarmed soldier renders the right hand salute.)

126. **Officer approaching number of soldiers in open.** When an officer approaches a number of enlisted men out of doors, the word "attention" should be given by someone who perceives him, when all stand at attention and all salute. It is customary for all to salute at or about the same instant, taking the time from the soldier nearest the officer, and who salutes when the officer is six paces from him.

127. **At work.** Soldiers actually at work do not cease work to salute an officer unless addressed by him.

128. **Riding in wagon.** A soldier riding in a wagon should salute officers that he passes. He would salute without rising. Likewise, a soldier driving a wagon should salute, unless both hands are occupied.

129. **Passing officer on staircase.** It is customary for a soldier who is passed by an officer on a staircase to come to a halt and stand at attention.

130. **Addressing or being addressed by an officer.** Before addressing an officer, or when addressed by an officer, an enlisted man makes the prescribed salute with the weapon with which he is armed; or, if unarmed, with the right hand. He also makes the same salute after receiving a reply.

131. **How salutes are rendered in uniform.** In uniform, covered or uncovered, but not in formation, officers and enlisted men salute military persons as follows: With arms in hand, the salute prescribed for that arm (sentinels on interior guard duty excepted); without arms, the right hand salute.

132. **Rifle salute.** Enlisted men out of doors and armed with the rifle, salute with the piece at the right shoulder; if indoors, the rifle salute is rendered at the order or trail.

133. Saber salute. An enlisted man armed with the saber renders the saber salute, if the saber is drawn; otherwise, he salutes with the hand.

134. Sentinels on post. A soldier salutes with the "present arms" only when actually on post as a sentinel doing interior guard duty. At all other times when armed with the rifle he salutes with the prescribed rifle salute.

The general rules and principles of saluting apply to sentinels on post doing interior guard duty, except, as just stated, they salute by presenting arms when armed with the rifle. However, they do not salute if it interferes with the proper performance of their duties.

135. How salutes are rendered in civilian dress. In civilian dress, covered or uncovered, officers and enlisted men will salute military persons with the right hand salute.

136. Rendering salutes in military manner. Officers and enlisted men are required by regulations to render the prescribed salutes in a military manner, the officer junior in rank or the enlisted man saluting first.

137. Several officers in company. When several officers in company are saluted, all entitled to the salute return it.

138. Mounted officer (or soldier) dismounting before addressing superior. Except in the field under campaign or simulated campaign conditions, a mounted officer (or soldier) dismounts before addressing a superior not mounted.

139. Man addressed in formation. A man in formation shall not salute when directly addressed, but shall come to attention, if at rest or at ease.

140. In public places and conveyances. In public conveyances, such as railway trains and street cars, and in public places, such as theaters, honors and personal salutes may be omitted when palpably inappropriate or apt to disturb or annoy civilians present.

For instance, as a rule, it may be said that an enlisted man riding in a street car, or in the act of purchasing goods in a store, or eating in a restaurant, would not salute unless addressed by an officer. However, in case of a soldier occupying a seat in a crowded street or railway car, if he recognizes a person standing to be an officer, it would be but an act of courtesy for him to rise, salute and offer the officer his seat.

141. No saluting at double time, trot or gallop. Salutes are not rendered when marching in double time or at the trot or gallop. The soldier must first come to quick time or walk before saluting.

The question of gait applies to the person saluting and not to the one saluted,—so, a soldier would salute an officer who was passing in double time or at a trot or gallop.

142. Enlisted men in command of detachment. A non-commissioned officer or private in command of a detachment without arms, salutes all officers with the hand, but if the detachment be on foot and armed with the rifle, he makes the rifle salute, and if armed with a saber he salutes with it.

143. Salutes not rendered by troops at drill, on march, etc. Salutes and honors, as a rule, are not paid by troops actually engaged in drill, on the march, or in the field under campaign or simulated campaign conditions. Troops on the service of security pay no compliments whatever, and nor do troops in trenches pay any honors. However, troops on the march and in trenches may be called to attention.

144. Bringing command to present arms or sabers before commander salutes. If the command is in line at a halt (not in the field) and armed with the rifle, or with sabers drawn, it is brought to **present arms** or **present sabers** before its commander salutes in the following cases: When the National Anthem is played, or when **to the color** or **to the standard** is sounded during ceremonies, or when a person is saluted who is its immediate or higher commander or a general officer, or when the national or regimental color is saluted.

145. Saluting at parades and other ceremonies while National Anthem is played. At parades and other ceremonies, under arms, the command shall render the prescribed salute and shall remain in the position of salute while the National Anthem is being played; also at retreat and during ceremonies when **to the color** is played, if no band is present. If not under arms, the organization shall be brought to attention at the first note of the National Anthem, **to the color** or **to the standard,** and the salute rendered by the officer or non-commissioned officer in command as prescribed in regulations.

146. Saluting by individuals during playing of the National Anthem; or sounding of *to the color;* **same respect to national anthem of other countries.** Whenever the National Anthem is played at any place where persons belonging to the military service are present, all officers and enlisted men not in formation shall stand at attention facing toward the music (except at retreat, when they shall face toward the flag). If in uniform, covered or uncovered, or in civilian clothes, uncovered, they shall salute at the first note of the anthem, retaining the position of salute until the last note of the anthem. If not in uniform and covered, they shall uncover at the first note of the anthem, holding the head-dress opposite the left shoulder and so remain until its close, except that in inclement weather the head-dress may be slightly raised.

The same rules apply when **to the color** or **to the standard is** sounded as when the National Anthem is played.

When played by an Army band, the National Anthem shall be played through without repetition of any part not required to be repeated to make it complete.

The same mark of respect prescribed for observance during the playing of the National Anthem of the United States shall be shown toward the national anthem of any other country when played upon official occasions.

147. Saluting the color. Officers and enlisted men passing the uncased color will render honors as follows: If in uniform, they will salute as required by paragraph 131; if in civilian dress and covered, they will uncover, holding the headdress opposite the left shoulder with the right hand; if uncovered, they will salute with the right-hand salute.

Usual Mistakes in Saluting

148. The following are the mistakes usually made by soldiers in rendering salutes:

(1) They do not begin the salute soon enough; often they do not raise the hand to the headdress until they are only a pace or two from the officer—the salute should always begin when at least six paces from the officer.

(2) They do not turn the head and eyes toward the officer saluted—the head and eyes should always be turned toward the officer saluted and kept turned as long as the hand is raised.

(3) The hand is not kept to the headdress until the salute is acknowledged—the hand should always be kept raised until the salute has been acknowledged, or it is evident the officer has not seen the saluter.

(4) The salute is often rendered in an indifferent, lax manner—the salute should always be rendered with life, snap and vim; the soldier should always render a salute as if he **meant it.**

Miscellaneous

149. Officer walking or riding with senior. When walking or horseback riding with a senior, remain on his left, and if on foot, keep step with him. Likewise, if riding in a carriage with a superior, always sit on his left.

150. Soldier walking with officer. A soldier accompanying an officer walks on the officer's left and about one pace to his rear.

151. Prisoners do not salute. Prisoners do not salute officers. They merely stand at attention. In some commands it is customary for paroled prisoners and others who are not under the immediate charge of sentinels, to fold their arms when passing or addressing officers.

152. Unmilitary salutes. It is very unmilitary to salute with the coat unbuttoned or with hand in the pocket, or a cigarette, cigar or pipe in the mouth.

153. **Saluting ladies.** Until recently (March, 1917) the Army Regulations required officers and enlisted men to salute **everyone,** including ladies, with the military salute, but a recent change in the Army Regulations omitted this requirement. However, the requirement that existed until recently has established quite generally the practice of officers saluting ladies with the military salute. The author would say in this connection that some of our best and most experienced officers have always been of the opinion that it is illogical and unmilitary for a military man in uniform to tip his hat to a lady. The military salute is the mark and privilege of the military man and should, therefore, be used by him in saluting **everyone.** In fact, officers and men of all European armies without exception, and as far as the author knows, of all the other armies of the world except ours, salute with the military salute all persons, whether ladies or civilians, as a form of greeting.

154. **Not dropping hand or weapon until salute has been acknowledged.** In saluting, the hand or weapon is held in the position of salute until the salute has been acknowledged or until the officer has passed or has been passed.

CHAPTER III

HOW TO SUCCEED IN THE ARMY

155. Make yourself useful—that's the way many of our most prominent men in the army and in civil life have succeeded.

HOW TO MAKE YOURSELF USEFUL

1 WHATEVER YOU DO, *it matters not how unimportant,* DO THOROUGHLY—WITH ALL YOUR MIGHT—WITH YOUR WHOLE HEART AND SOUL *—as if your very life depended on it*—and then look for something else to do.

Almost any officer can do a thing fairly well. Many can do a thing very well. A few can do a thing superbly well. *But the one who, through zeal, energy, enthusiasm, patience, and persistence,* STAMPS EVERYTHING HE DOES WITH HIS PERSONALITY, MAKING IT INDIVIDUAL AND DISTINCT, *is the one who, in the Army like in every other field of human endeavor will succeed.* Such a man can't help but succeed—you might as well try to stop the waters of Niagara as to stop him from succeeding.

2 DO NOT CONFINE YOURSELF TO DOING ONLY WHAT YOU ARE TOLD TO DO—*only what your captain, your commanding officer, the Army Regulations or general orders tell you to do*—DO MORE THAN YOU ARE TOLD TO DO. *There are always other things to be done*—HUNT FOR THEM *(you'll be able to find them)* AND DO THEM.

3 DO NOT PROCRASTINATE—whenever you have something to do, DO IT, *and* DO IT *at once—don't put it off!* Make it an invariable rule at the very beginning of your career never to put off until to-morrow what you can do to-day.

4 *Always endeavor to* ANTICIPATE THE WISHES OF YOUR SUPERIORS, putting yourself in their place and doing what you would have your subordinates do for you.

5 When directed to do a thing, if you can't do it at first, do not then report you can't do it, but TRY SOME OTHER WAY, and keep on TRYING SOME OTHER WAY until you have either succeeded or have exhausted every possible means you can think of. *It is really astonishing how comparatively few things in this world can not be done, if one only tries hard enough to do them.*

And when given a task by the commanding officer or any other superior, do not pester him by continually reporting what you are doing, the difficulties that are being encountered, getting his opinion about this

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and that, etc. Remember, it is the RESULT that your superior wants—*the result that it is "up to" YOU to accomplish*—he doesn't want his time taken up and his patience tried in the manner stated, by sharing your troubles, etc.—probably he has some of his own. So, unless absolutely necessary in order to get some point cleared which can be cleared only by the superior himself, or to have some obstacle overcome which can be overcome only by the superior himself, keep away from him until you are ready to "deliver the goods."

6 Do not confine yourself to THINKING, to DREAMING. It is not enough to have ideas—ideas alone mean nothing—they must be put into effect. One idea that is carried out, that is given body and form—one idea that assumes definite, tangible form and bears concrete results, is worth a million ideas that are born but to die.

Get into the habit of following things up, of "camping on a fellow's trail." If, for instance, you wish to get something from the Quartermaster's Corps, or if you wish to have the Quartermaster's Corps do something for you, don't stop when your request goes in, but keep the matter before you as "unfinished business" until you have gotten what you went after, or it becomes very evident that the article can not be gotten or the thing can not be done—and remember, as stated before, *that there are comparatively few things in this world that can not be done, if you only try hard enough.* The making of a request is only the beginning—unless you *follow it up it may* (and often does) *mean nothing.*

7 Last, but not least, don't allow yourself to get into the unfortunate, annoying, pestiferous mental attitude of always finding reasons why things can't be done. There are some unfortunate human beings in this world who, as soon as a thing to be done is mentioned, at once and *instinctively* begin to think up and advance reasons why it can't be done. Such an attitude is a mental condition—a form of mental disease that stamps the man as "a dead one," a pessimistic creature whose mission in life is to obstruct and retard progress, and annoy, hamper and pester "the live ones"—those who DO THINGS and PRODUCE RESULTS in the game of life.

If you haven't it already, cultivate and develop the opposite mental attitude—that is, as soon as a thing to be done is mentioned by a superior begin at once and *instinctively* to think up different means and ways in which it can be done, bearing in mind "Stonewall" Jackson's motto, *"Any man can do anything that he* REALLY *wants to do."*

Remember, the man who succeeds in this world is the man who ATTRACTS ATTENTION and the man who ATTRACTS ATTENTION is the man who DOES THINGS—not the man who TALKS about doing things.

It is safe to say any young officer who follows the above principles will not only, in the course of time, become generally and favorably known throughout the Army, but he will also ultimately rise to a position of prominence and influence. It may be a long time—per-

haps five, ten, or even fifteen years—before your efforts are fully recognized and rewarded, but don't be discouraged—remember this has been the experience of some of our greatest generals and our greatest railroad presidents, merchants, bankers, and other recognized leaders, but that's the way they succeeded.

Pertinent to this subject the following is reproduced by kind permission of the author, Mr. Elbert Hubbard:

156. A MESSAGE TO GARCIA

In all this Cuban business there is one man stands out on the horizon of my memory, like Mars at perihelion. When war broke out between Spain and the United States, it was very necessary to communicate quickly with the leader of the Insurgents. Garcia was somewhere in the mountain fastnesses of Cuba—no one knew where. No mail nor telegraph message could reach him. The President must secure his co-operation, and quickly.

What to do!

Some one said to the President, "There's a fellow by the name of Rowan will find Garcia for you, if anybody can."

Rowan was sent for and given a letter to be delivered to Garcia. How "the fellow by the name of Rowan" took the letter, sealed it up in an oil-skin pouch, strapped it over his heart, in four days landed by night off the coast of Cuba from an open boat, disappeared into the jungle, and in three weeks came out on the other side of the island, having traversed a hostile country on foot, and delivered his letter to Garcia, are things I have no special desire now to tell in detail.

The point I wish to make is this: McKinley gave Rowan a letter to be delivered to Garcia; Rowan took the letter and did not ask, "Where is he at?" By the Eternal! there is a man whose form should be cast in deathless bronze and the statue placed in every college of the land. It is not book learning young men need, nor instruction about this and that, but a stiffening of the vertebrae which will cause them to be loyal to a trust, to act promptly, concentrate their energies; do the thing—"carry a message to Garcia!"

General Garcia is dead now, but there are other Garcias.

No man, who has endeavored to carry out an enterprise where many hands were needed, but has been well-nigh appalled at times by the imbecility of the average man—the inability or unwillingness to concentrate on a thing and do it. Slip-shod assistance, foolish inattention, dowdy indifference, and half-hearted work seem the rule; and no man succeeds, unless by hook or crook, or threat, he forces or bribes other men to assist him; or mayhap, God in His goodness performs a miracle, and sends him an Angel of Light for an assistant. You, reader, put this matter to a test: You are sitting now in your office—six clerks are within call. Summon any one and make this request: "Please look in the

encyclopedia and make a brief memorandum for me concerning the life of Correggio."

Will the clerk quietly say, "Yes sir," and go do the task?

On your life, he will not. He will look at you out of a fishy eye, and ask one or more of the following questions:

Who was he?

Which encyclopedia?

Where is the encyclopedia?

Was I hired for that?

Don't you mean Bismarck?

What's the matter with Charlie doing it?

Is he dead?

Is there any hurry?

Shan't I bring you the book and let you look it up yourself?

What do you want to know for?

And I will lay you ten to one that after you have answered the questions, and explained how to find the information, and why you want it, the clerk will go off and get one of the other clerks to help him try to find Garcia—and then come back and tell you there is no such man. Of course, I may lose my bet, but according to the Law of Average, I will not.

Now if you are wise you will not bother to explain to your "assistant" that Correggio is indexed under the C's, not in the K's, but you will smile sweetly and say, "Never mind," and go look it up yourself.

And this incapacity for independent action, this moral stupidity, this infirmity of the will, this unwillingness to cheerfully catch hold and lift, are the things that put pure socialism so far into the future. If men will not act for themselves, what will they do when the benefit of their effort is for all? A first mate with knotted club seems necessary; and the dread of getting "the bounce" Saturday night holds many a worker to his place.

Advertise for a stenographer, and nine out of ten who apply can neither spell nor punctuate—and do not think it necessary to.

Can such a one write a letter to Garcia?

"You see that book-keeper," said the foreman to me in a large factory.

"Yes, what about him?"

"Well, he's a fine accountant, but if I'd send him up town on an errand, he might accomplish the errand all right and, on the other hand, might stop at four saloons on the way, and when he got to Main street, would forget what he had been sent for."

Can such a man be entrusted to carry a message to Garcia?

We have recently been hearing much maudlin sympathy expressed for the "down-trodden denizen of the sweat-shop" and the "homeless

wanderer searching for honest employment," and with it all often go many hard words for the men in power.

Nothing is said about the employer who grows old before his time in a vain attempt to get frowsy ne'er-do-wells to do intelligent work; and his long, patient striving with "help" that do nothing but loaf when his back is turned. In every store and factory there is a constant weeding-out process going on. The employer is constantly sending away "help" that have shown their incapacity to further the interests of the business, and others are being taken on. No matter how good times are, this sorting continues, only if times are hard and work is scarce, the sorting is done finer—but out and forever out, the incompetent and unworthy go. It is the survival of the fittest. Self-interest prompts every employer to keep the best—those who can carry a message to Garcia.

I know one man of really brilliant parts who has not the ability to manage a business of his own, and yet who is absolutely worthless to anyone else, because he carries with him constantly the insane suspicion that his employer is oppressing, or intending to oppress him. He can not give orders, and he will not receive them. Should a message be given him to take to Garcia, his answer would probably be, "Take it yourself."

To-night this man walks the streets looking for work, the wind whistling through his threadbare coat. No one who knows him dare employ him, for he is a regular firebrand of discontent. He is impervious to reason, and the only thing that can impress him is the toe of a thick-soled No. 9 boot.

Of course I know that one so morally deformed is no less to be pitied than a physical cripple; but in our pitying, let us drop a tear, too, for the men who are striving to carry on a great enterprise, whose working hours are not limited by the whistle, and whose hair is fast turning white through the struggle to hold in line dowdy indifference, slip-shod imbecility, and the heartless ingratitude which, but for their enterprise, would be both hungry and homeless.

Have I put the matter too strongly? Possibly I have; but when all the world has gone a-slumming I wish to speak a word of sympathy for the man who succeeds—the man who, against great odds, has directed the efforts of others, and, having succeeded, finds there's nothing in it, nothing but bare board and clothes.

I have carried a dinner pail and worked for days' wages, and I have also been an employer of labor, and I know there is something to be said on both sides. There is no excellence, *per se*, in poverty; rags are no recommendation; and all employers are not rapacious and high-handed, any more than all poor men are virtuous.

My heart goes out to the man who does his work when the "boss" is away, as well as when he is at home. And the man who, when given a letter for Garcia, quietly takes the missive, without asking any idiotic

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questions, and with no lurking intention of chucking it into the nearest sewer, or of doing aught else but deliver it, never gets "laid off," nor has to go on a strike for higher wages. Civilization is one long, anxious search for just such individuals. Anything such a man asks shall be granted; his kind are so rare that no employer can afford to let him go. He is wanted in every city, town and village—in every office, shop, store and factory. The world cries out for such; he is needed, and needed badly—the man who can carry a message to Garcia.

CHAPTER IV

THE REGULAR ARMY

157. The Staff and the Line. The officers and enlisted men of the Army are divided into two grand divisions, viz: The Staff and the Line.

158. The Staff. The clothing, food, shelter, transportation, armament, payment, medical attendance, inspection, administration of justice, means of communication, etc., are provided through the Staff departments (also called supply departments). However, a large portion of the duties in this connection devolve upon officers of the Line.

The Staff consists of: The General Staff Corps, Adjutant General's Department, Inspection General's Department, Judge Advocate General's Department, Quartermaster Corps, Engineer Department, Medical Department, and Signal Corps.

Although staff officers are eligible to command according to rank, they cannot assume command of troops unless put on duty under orders which specifically so direct, by authority of the President.

Officers of the Medical Corps cannot, by law, exercise command except in their own department.

159. The Line. The Line is the fighting part of the Army—the part that does the marching, campaigning and fighting, and consists of the Infantry, Cavalry, Field Artillery, Coast Artillery, and the Engineer Regiments, which are called **arms** or **branches** of the service.

(NOTE—Although aviators often do aerial fighting, they are not considered as a part of the Line.)

The Infantry, Cavalry and Field Artillery constitute the **Mobile Army.**

160. Commander-in-Chief. By the Constitution of the United States, the President is Commander-in-Chief of the Army. This power is confided in him to be exercised at his discretion, but is habitually exercised through the Secretary of War and the Chief of Staff.

161. Secretary of War. The Secretary of War, who is the head of the War Department, is charged with carrying out the policies of the President in military matters. Under the supervision of the President, he has the care and control of the Army.

162. Chief of Staff. The Chief of Staff, who is detailed by the President, in time of peace from the major generals of the line, for four years, acts as military adviser to the Secretary of War, under whose direction he supervises all troops of the line, and the various staff departments. One of the most important duties of the Chief of Staff is to co-ordinate the work of the various War Department bureaus. In addition to his advisory and supervisory duties he is also the head of the General Staff Corps.

163. War Department. The Secretary of War administers and directs the affairs of the Army through the War Department, which consists of the War Department General Staff, the office of the Chief of Coast Artillery, and the following bureaus or departments:

Adjutant General's Department
Inspector General's Department
Judge Advocate General's Department
Quartermaster Corps
Medical Department
Corps of Engineers
Ordnance Department
Signal Corps
Bureau of Insular Affairs
Militia Bureau

164. Authorized enlisted strength. The enlisted force of the line of the Regular Army, excluding the Philippine Scouts and the enlisted men of the Quartermaster Corps, of the Medical Department, and of the Signal Corps and the unassigned recruits, shall not at any one time, except in the event of actual or threatened war or similar emergency, exceed 175,000. (Act of June 3, 1916.)

165. Composition. The Regular Army consists, in the main, of—

The Infantry
The Cavalry
The Field Artillery
The Coast Artillery
Detached Officers' List
Additional Sergeants
Porto Rico Regiment of Infantry
General Staff Corps
Adjutant General's Department
Inspector General's Department
Judge Advocate General's Department
Quartermaster Corps
Medical Department
Ordnance Department
Corps of Engineers
Signal Corps
Chaplains
Regular Army Reserve
Indian Scouts
Retired Officers
Retired Enlisted Men

166. Infantry. There are 64 regiments of Infantry, not including the Porto Rico Regiment. The 24th and 25th Infantry are colored regiments.

A regiment of Infantry consists of 1 colonel, 1 lieutenant colonel, 3 majors, 15 captains, 16 first lieutenants, 15 second lieutenants, 1 headquarters company, 1 machine gun company, 1 supply company, 12 Infantry companies organized into three battalions of 4 companies each.

Each battalion consists of 1 major, 1 first lieutenant, mounted (battalion adjutant), and 4 companies.

The authorized peace strength of an Infantry company is 100 and the war strength, 150.

One chaplain and 3 surgeons (1 with rank of major and other two with rank of captain or first lieutenant) are attached to the regiment.

167. Cavalry. There are 25 regiments of Cavalry. The 9th and 10th Cavalry are colored regiments.

A regiment of Cavalry consists of 1 colonel, 1 lieutenant colonel, 3 majors, 15 captains, 16 first lieutenants, 16 second lieutenants, 1 headquarters troop, 1 machine gun troop, 1 supply troop, and 12 troops organized into 3 squadrons of 4 troops each.

Each squadron consists of 1 major, 1 first lieutenant (squadron adjutant), and 4 troops.

The peace strength of a troop of Cavalry is 70 and the war strength 105.

One chaplain and 3 surgeons (1 with rank of major and other two with rank of captain or first lieutenant) are attached to the regiment.

168. Field Artillery. There are 21 regiments of Field Artillery. Each regiment consists of 1 colonel, 1 lieutenant colonel, 1 captain, 1 headquarters company, 1 supply company, and such number of gun and howitzer battalions as the President may direct.

169. Organization of Regiments. The moral organization of a regiment consists of 2 battalions, each battalion consisting of 3 batteries of 4 guns each, so that the normal number of guns in a regiment is 24.

170. Classification of Artillery. The regiments of Field Artillery are classified as Light, Mountain, Heavy and Horse.

171. Light Artillery. The Light Artillery is armed with 3-inch rifles or 3.8-inch howitzers.

172. Mountain Artillery. The Mountain Artillery is armed with 2.95 Vickers-Maxim guns which are carried on mules.

(NOTE—These guns are to be replaced as soon as practicable by 3-inch mountain howitzers.)

173. Heavy Artillery. In a regiment of Heavy Artillery, 1 battalion is armed with 4.7-inch guns; 1 battalion with 6-inch howitzers and 1 battalion with 7-inch howitzers.

174. Horse Artillery. The Horse Artillery is armed the same as the Light Artillery, the only difference being that in the case of Horse Artillery all the cannoneers ride horses instead of riding on the caissons.

175. Coast Artillery Corps. The Coast Artillery Corps consists of 1,200 officers (exclusive of one Chief of Coast Artillery Corps), and 30,000 enlisted men.

176. Function. The Coast Artillery Corps is charged with the defense of our harbors, and has the care and use of the seacoast fortifications and the mine defenses.

177. Company. For purposes of administration and Infantry Drill the Coast Artillery personnel at a post is divided into provisional **companies,** organized and equipped like Infantry companies, and whose strength is fixed by the coast defense commander. In each fort the companies are numbered serially, and are designated, for instance, as, "First Company, Fort Grant, C.Z.," "Second Company, Fort Adams, R.I.," etc.

178. Battery. A battery, which is purely a tactical unit, consists, as a rule, of from 1 to 4 guns of the same type and caliber, and is the appropriate command for a captain.

179. Fire Command. A fire command consists of two or more similar batteries, grouped together for the purpose of fire control, and is the appropriate command for a major. Like the battery, it is a tactical unit.

180. Fort command. All the armament pertaining to a fort constitutes a **fort command,** and is the appropriate command for a major or lieutenant colonel.

181. Coast defense command. The **coast defense command,** which is primarily an administrative unit, consists of one or more forts, and is the appropriate command for a lieutenant colonel or colonel. It corresponds to a regiment.

182. Artillery district. An artillery district, which is purely an administrative unit, comprises all the coast defense commands within a certain territorial limit, and is the appropriate command for a colonel or brigadier general. It corresponds to a brigade.

183. Detached Officers' List. The Detached Officers' List consists of 1,020 extra officers, of grades from first lieutenant to colonel, inclusive of Infantry, Cavalry, Field Artillery and Coast Artillery Corps. These extra officers are available for detachment from their proper arms for duty with the National Guard, military schools and colleges, or other detached service the usual period of which exceeds one year.

184. Additional Sergeants. Eleven hundred additional sergeants of Infantry, Cavalry, Field Artillery, Corps of Engineers, Coast Artillery, Medical Department and Signal Corps are authorized for detail with the National Guard and one hundred for detail at the U. S. Disciplinary Barracks.

185. Porto Rico Regiment of Infantry. According to the National Defense Act of June 3, 1916, the officers appointed (except the colonel), and the men enlisted in the Porto Rico Regiment, after the passage of the Act were to be citizens of Porto Rico.

The colonel is detailed from among officers of Infantry of the Army not below the grade of lieutenant colonel, for a period of four years.

The Porto Rico Regiment of Infantry has the same organization, and the same grades and numbers of officers and enlisted men as a regiment of Regular Infantry. The promotion of officers is confined within the regiment.

The pay and allowances of officers and men are the same as in the Regular Army.

186. General Staff Corps. The General Staff Corps is charged with the preparation of plans for the national defense and for the mobilization of the military forces in time of war; the investigation of all questions affecting the efficiency of the Army and its state of preparedness for military operations; the rendition of professional aid and assistance to the Secretary of War and to general officers and other superior commanders, and the acting as their agents in informing and co-ordinating the action of all the different officers who are subject to the supervision of the Chief of Staff.

187. Adjutant General's Department. The Adjutant General's Department is the bureau of orders, correspondence, and records of the Army. All orders and instructions emanating from the President of the United States, the Secretary of War, the Chief of Staff, or any officer with a command equal to or greater than a brigade, are communicated to troops and individuals in the military service through this department.

The office of the Adjutant General of the Army is the repository for the records of the War Department relating to the history of every officer and soldier in the Army (regular and volunteer), and to the movements and operations of troops, the records of all appointments, promotions, resignations, deaths, and other casualties. The preparation and distribution of commissions, etc., pertain to this office, which also has charge of the recruiting of the Army and of the records of the volunteer armies and of the pension and other business of the War Department connected therewith.

188. Inspector General's Department. The Inspector General's Department exercises, by inspections, general observation over all matters pertaining to the efficiency of the Army, the condition and state of supplies of all kinds, of arms and equipments, of the expenditure of public property and moneys, and the condition of accounts of all disbursing officers, of the conduct, discipline, and efficiency of officers and troops.

189. Judge Advocate General's Department. The Judge Advocate General's Department is the law department of the Army,—the bureau of military justice. The head of the department is called the Judge Advocate General.

190. Quartermaster Corps. The Quartermaster Corps is charged with the duty of paying the Army, and furnishing it with subsistence, clothing, transportation, animals, forage, fuel, light, camp and garrison equipage, barracks, quarters, storehouses, and other buildings. The quartermaster corps furnishes all the supplies needed in the Army, except ordnance stores and medical supplies. It attends to all matters connected with military operations which are not expressly assigned to some other bureau of the War Department.

191. Medical Department. General Duties. The Medical Department, whose head is called the Surgeon General, is charged with the supervision of the sanitation of the Army, the care of the sick and wounded, the physical examination of officers and enlisted men, and the management and control of military hospitals. It is the most independent of all the staff departments, planning its own hospitals, transporting its own sick and wounded in the field, and supplying its own medicines, litters, blankets, instruments, etc.

Composition. The Medical Department consists of the Medical Corps, Medical Reserve Corps, Dental Corps, Veterinary Corps, Nurse Corps and a certain number of contract surgeons.

192. Medical Corps. The medical officers of the Medical Department constitute the Medical Corps. The law provides that the total number of officers in the Corps shall be approximately equal to seven for every 1,000 of the total enlisted strength of the Regular Army authorized from time to time by law.

Officers are commissioned as first lieutenants and are promoted to captain after five years' service.

193. Dental Corps. The Dental Corps consists of the dental surgeons, who, at the rate of one for each 1,000 men of the line, are appointed to the Army with the rank, pay and allowances of first lieutenants. Dental surgeons of more than eight years' service and less than twenty-four, receive, subject to examination, the rank, pay and allowances of captains. Not to exceed fifteen dental surgeons of more than twenty-four years' service shall receive, subject to examination, the rank, pay and allowances of major.

194. Veterinary Corps. The number of veterinarians and assistant veterinarians authorized is not to exceed:

Two for each regiment of Cavalry;

One for every three batteries of Field Artillery;

One for each mounted battalion of Engineers;

Seventeen as inspectors of horses and mules and as veterinarians in the Quartermaster Corps;

Seven as inspectors of meats for the Quartermaster Corps.

Assistant veterinarians have the following rank, pay and allowances:

For the first five years, those of second lieutenant;

After five years, those of first lieutenant;

After 15 years, to be promoted, subject to examination, to veterinarian with rank, pay and allowances of captain;

After 20 years, to have, subject to examination, rank, pay and allowances of major.

Also, there may be appointed in the Veterinary Corps, for such time as their services may be required, such number of reserve veterinarians as may be necessary to attend to animals of the Quartermaster Corps.

195. Nurse Corps. The Nurse Corps (female) consists of one superintendent, and as many chief nurses, nurses and reserve nurses as may be needed. The reserve nurses are assigned to active duty when the emergency of the service demands.

196. Ordnance Department. The Ordnance Department is charged with supplying the Army, by purchase or manufacture, with arms, equipments, ammunition and everything else pertaining to the fighting material. It also establishes and maintains arsenals and depots for the manufacture, repairing and safe-keeping of ordnance stores, and provides horse equipments and field outfits for soldiers, such as haversacks, canteens, tin cups, meat ration cans, knives, forks and spoons.

197. Corps of Engineers (Engineer Department). The Engineer officers and the Engineer troops,—that is, the Engineer commissioned and enlisted personnel,—constitute the Corps of Engineers.

The Engineer troops of the Corps of Engineers consist of seven regiments, two mounted battalions and one band.

The enlisted force of the Corps of Engineers and the officers serving therewith are a part of the line of the Army.

The duties of the Corps of Engineers comprise reconnoitering, surveying and map-making for military purposes, including the construction and repair of fortifications, the planning and superintendence of defensive or offensive works in the field, and the construction of military roads and bridges. A number of officers of the Corps are detailed to take charge of river and harbor improvements, constructing breakwaters, opening channels for the navigation of rivers, superintending the erection of important public buildings, etc.

198. Engineer Department. The War Department bureau, whose commissioned and enlisted personnel is known as the Corps of Engineers, is called the **Engineer Department.** It may be said to be the administrative bureau of the Corps of Engineers.

199. Signal Corps. The Signal Corps, whose head is called the Chief Signal Officer, is charged with the construction, repair, and operation of military telegraph and telephone lines and cables, field telegraph trains, radio installations, balloon trains, aeroplanes, etc. The Chief Signal Officer has supervision of the instruction in mili-

tary signaling and telegraphy prescribed by the War Department, and he is also charged with the procurement, preservation, and distribution of the necessary supplies for the Signal Corps.

The aviation section of the Signal Corps has charge of the aviation service of the Army.

200. Chaplains. The Chaplains are clergymen with military commissions, by virtue of which they have charge of the spiritual welfare of soldiers. By law they are charged with holding appropriate religious services for the benefit of the commands to which they may be assigned for duty; with performing appropriate religious services at the burial of officers and soldiers who may die in such commands, and with the instruction of the enlisted men in the common English branches of education. They are commissioned officers. Although eligible to be detailed as members of general courts-martial and other duties required of officers, their duties in practice are confined mostly to those of a religious nature and to the superintendence of the Post schools.

Chaplains are appointed to the Army at the rate of not to exceed one to each regiment of Infantry, Cavalry, Field Artillery, and Engineers, and one for each 1,200 officers and men of the Coast Artillery Corps.

201. Regular Army Reserve. All enlistments in the Regular Army are for a period of seven years, the first three years being with the colors, and the last four years in the Regular Army Reserve, to which the soldier is furloughed upon the completion of his three years' active service. Also, after the expiration of one year's honorable service any enlisted man serving within the continental limits of the United States whose company commander reports him proficient and sufficiently trained, may, in the discretion of the War Department, be furloughed to the Regular Army Reserve.

The Regular Army Reserve consists of such men as are furloughed to it as stated above and also such men as may enlist therein.

Any person holding an honorable discharge from the Regular Army, with character of at least good, who is physically qualified for the duties of a soldier and who is not over 45 years of age may enlist in the Regular Army Reserve for four years.

202. Indian Scouts. The Indian Scouts are enlisted for periods of three years and are discharged when the necessity for their service ceases. Their principal duties consist in scouting in the territories and Indian country. The number now authorized is 75, and they are apportioned among several departments west of the Mississippi. They form a part of the Regular Army.

CHAPTER V

RELATION OF THE MILITARY TO THE CIVIL

203. In times of peace officers frequently live and perform their duties in places and under circumstances which require that they shall be familiar with the laws governing their official conduct in relation to the civil communities by which they are surrounded.

The principle that military authority is subordinate to the civil may be taken as a reminder of the fact that an officer or soldier in taking upon himself the additional responsibilities and obligations of the military profession, can not thereby divest himself of his civil responsibilities as a citizen. See par. 550.

While the military state is fully governed by its own code, those living in that state are not thereby relieved of civil responsibility for their civil acts.

"From the nature and source of their respective jurisdictions civil and military courts can never have concurrent jurisdiction in the strict sense of the term. The same act or omission, however, may give rise to both a military and a civil trial, but the offense in each case is distinct and separate, one having been created by the Articles of War and the other by the common law, or by statute in the state or district within whose territorial limits it was committed."—(Davis' Mil. Law, p. 43.)

Thus, an officer kills another officer and is tried and acquitted by a civil court, he may still be tried by a military court, not for the actual killing, but for a violation of one or more of the Articles of War, as, for instance, the 64th or 95th or 96th, or any other which may have been violated in the actions which led to the homicide. So, also, a soldier might be tried by a police judge for drunkenness and disorderly conduct in a city, having committed a breach of municipal law, and again be tried by court-martial for absence without leave, or conduct to the prejudice of good order and military discipline. The difference between these offenses committed is well illustrated by the fact that one item under the Executive order limiting punishments provides a limit of punishment for a man tried under the 96th Article of War, where drunkenness and disorderly conduct have caused the offender's arrest and conviction by the civil authorities at a place within ten miles of his station.

204. NOTE—In the case of Homer E. Grafton vs. The United States, an appeal to the Supreme Court of the United States from the Supreme Court of the Philippine Islands, the court has held, notwithstanding the general doctrine heretofore obtaining

in regard to the question of dual jeopardy where officers or soldiers have been tried by civil as well as military courts, that a man could not lawfully be tried for the same offense by two courts of the same sovereignty. In other words, that a soldier tried for homicide by a military court under the 62d Article of War could not be again placed on trial by a court of the Philippine Islands for the same offense, the courts of the Philippine Islands deriving their sole jurisdiction from the sovereignty of the United States. The same rule would be applicable where a soldier tried by a court-martial was again tried for the *same offense* by a United States court. However, in its opinion the Supreme Court said:

"It may be difficult at times to determine whether the offense for which an officer or soldier is being tried is, in every substantial respect, the same offense for which he had been previously tried."

It is therefore, of course, impossible to lay down any rule for the determination of the question at this time, but it suggests the extreme importance of attaching military jurisdiction where an offense has been committed, before the civil jurisdiction can take over the case; and all military officers having authority in the premises should be careful, where an offense has been committed by a soldier to at once prefer charges and thus originate military jurisdiction, subject to the later consideration of the case, perhaps, by the civil courts.

The Grafton case was published in full in Cir. 43, W. D., 1907.

It is not within the scope of this article to enter into a minute discussion of the various matters which will be touched upon, and officers should consult and study, as part of their professional education, the very able treatises on the relations of the military to the civil, to be found in Davis's Military Law and Winthrop's Military Law and Precedents and Digest of Opinions of the Judge Advocate General. From the last-mentioned work all quotations in this article not otherwise credited are taken.

Our subject will be considered under the following heads:

I. The Use of the Army in Aid of the Civil Power.
II. Military Reservations.
III. Civil Jurisdiction on a Military Reservation.
IV. The Writ of Habeas Corpus.
V. The 59th Article of War.
VI. Taxation.
VII. Citizenship.
VIII. Residence and Domicile.
IX. Voting.

I.

205. THE USE OF THE ARMY IN AID OF THE CIVIL POWER

While any citizen, as such (and this includes military persons), may seek to quell a disturbance or a riot, and assist in preserving the peace, or in the arrest of one committing a crime in their presence, no officer or soldier in his military capacity, may do so excepting on a military reservation, or where the offenders are military persons, otherwise than as provided in the Army Regulations (Paragraph 484-9, '13). Should conditions arise requiring prompt action as provided for in Paragraph 487, A. R., '13, the officer on whom the responsibility rests should very carefully consider the facts of the case, and be certain that he is acting in accordance with the regulations referred to.

The military forces of the United States can not be used as a **posse comitatus,** nor can they be used, except by the authority of the President, for the maintenance of order in a State or for the upholding of the State laws. Where the interests of the United States are not involved, the military may not take action, except under orders originating with the President. This can not be better expressed than in the following quotation: "In case of civil disturbance in violation of the laws of a State, a military commander can not **volunteer** to intervene with his command without incurring a personal responsibility for his acts. In the absence of the requisite orders he may not even march or array his command for the purpose of exerting a moral effect or any effect **in torrorem;** such a demonstration, indeed, could only compromise the authority of the United States, while insulting the sovereignty of the state."

(See Davis Mil. Law, Chap. XVIII, Winthrop's Mil. Law and Prec., pp. 1347 *et seq.,* Digest of Op. J. A. G.'s, Sec. 483-493 and Appendix B.)

II.

206. MILITARY RESERVATIONS

"The Congress shall have power * * * to exercise exclusive legislation, in all cases whatsoever, over such district (not exceeding ten miles square) as may, by cession of particular States, and the acceptance of Congress, become the seat of the Government of the United States, and to exercise like authority over all places purchased by the consent of the Legislature of the State in which the same shall be, for the erection of forts, magazines, arsenals, dockyards, and other needful buildings * * * ." (Article 1, Section 8, Constitution of the United States.)

Under this section of the Constitution, the exclusive jurisdiction of the United States, for legislation implies jurisdiction, exists over all military reservations which have been purchased with the consent of the State Legislature. This is also the case where the United States has reserved exclusive jurisdiction, over a reservation previously established, in the Act of Admission of a State.

A number of our military reservations, however, have been acquired in other ways. Where this has been the case, the states have generally "ceded jurisdiction" to the United States over the land comprised in the reservation.

The cessions of jurisdiction differ in their terms and in the extent of the jurisdiction reserved by the state. In some cases exclusive jurisdiction is granted; in others, the right to serve criminal and civil process, concurrently with the United States, is reserved. Again, as in Kansas, the right to tax railroads and corporations on the reservation is reserved, and finally there have been cases where general concurrent jurisdiction with that of the United States has been reserved.

206 (contd.)

Where this is the case, it has been held that the cession of jurisdiction was of no value to the United States. Of course over reservations situated in the Territories, the jurisdiction of the United States is paramount.

Where an officer is in command of a military reservation he should familiarize himself with the circumstances under which the reservation was established, and with the jurisdiction, if any, reserved to a state.

This may be done by consulting the post history, which should be kept at every post, or by consulting the laws of the state in which the post is situated, or by examining a book published by the War Department, entitled "Military Reservations, National Military Parks, and National Cemeteries."

All unauthorized persons coming on a military reservation are trespassers and may be removed, by military force if need be, but the use of force should be no greater than is required to effect the removal. Attention is invited in this connection to Par. 212, A. R., '13.

"A post commander can, in his discretion, exclude all persons other than those belonging to his post from post and reservation grounds, but should he admit everybody, except one individual against whom no charge of wrongdoing existed, such action would be considered an abuse of discretion on the part of the commander."*

"Whoever shall go upon any military reservation, army post, fort, or arsenal, for any purpose prohibited by law or military regulation made in pursuance of law, or whoever shall re-enter or be found within any such reservation, post, fort, or arsenal, after having been removed therefrom or ordered not to re-enter by any officer or person in command or charge thereof, shall be fined not more than five hundred dollars, or imprisoned not more than six months, or both." (Sec. 45, Chap. 321, Act of March 4, 1909.)

The unlawful cutting or injury of trees on a Government reservation is made penal by United States statutes. Where on a military reservation persons are found injuring or cutting trees, they should be put off the reservation, and the department commander notified and furnished with such data as may be obtainable as to the identity of the alleged culprits, and with the evidence against them. Where it is found that damage has been done and the perpetrators not caught in the act, every effort should be made to obtain evidence in the case, and the department commander notified. The removal of felled or fallen trees, or grass, etc., cut on a reservation, by an unauthorized person is a larceny, and the offender may be punished under the statute. (The removal or "asportation" may be technical, such as the

* In regulating the servant question at posts, circulars of this tenor have been issued: "Gertrude Smith is hereby prohibited from entering or remaining on the reservation. Should she be employed at any time on the reservation, she will be at once discharged and directed to leave the post."

placing of the wood or hay upon a wagon.) In cases of this kind, the nearest representative of the U. S. Department of Justice should be notified and furnished with the evidence secured.

Of course, when trespassers are put off a reservation they should not be allowed to take with them any property of the United States.

"Squatters and other trespassers and intruders may, and should be expelled, by military force if necessary, from a military reservation. But persons when they have been suffered to own and occupy buildings on a reservation should be allowed reasonable time to remove them. If not removed after due notice the same should be removed by the military. Material abandoned on a reservation by a trespasser on vacating, may be lawfully utilized by the commander for completing roads, walks, etc."

(See Winthrop's Mil. Law and Prec. pp. 1368-1370. Dig. of Op. J. A. G.'s, see index "Reservations" and "Cession of Jurisdiction.")

III.

207. CIVIL JURISDICTION ON A MILITARY RESERVATION

Where the United States has exclusive jurisdiction over a reservation, the state laws do not run and no service of civil or criminal process may be had excepting such as proceeds from the Federal Courts. Where the United States has not exclusive jurisdiction, and no cession of jurisdiction has been made by the state, the laws of such state run on the reservation as they do in all other parts of the state; in this case the service of process must be allowed except where such interference and jurisdiction of the state would destroy or impair the effective use of the reservation for the purpose designed, considering it as an instrumentality for the execution of the powers of the United States Government.

Where the right to serve process has been reserved by a state, such process can only be the result of acts committed outside of the reservation, and obedience will be given by all persons on the reservation to such process. Where it amounts to an arrest of a military person, the commanding officer will permit him to be removed by the civil power, unless at the time he be awaiting trial by a military court or serving a sentence of the same. In this case the commanding officer will inform the civil authorities of this fact and decline to surrender the prisoner. The civil authorities should receive notice, however, of the expiration of the term of confinement of the soldier in order that they may take such measures after his release to vindicate the law as they see fit.

Where the process takes the form of a writ of subpoena or of a summons to appear before a court, a commander should assist the court by granting permission, if need be, to an officer or soldier, to

absent himself from the command in order to comply with the process, or in the case of a prisoner who is needed as a witness, by sending him when he is wanted, under proper guard.

There is no method laid down for the service of civil process on an officer or a soldier. Where such process is to be obeyed the manner of service can not, from a military point of view, be questioned, but much trouble may be avoided if the process server is familiar enough with military requirements to apply in the first place to the commanding officer for guidance or assistance.

"A civilian may legally be arrested without a warrant as well by a military person as by any citizen where he commits a felony, or a crime in breach of the public peace in such person's presence; or where, a felony having been committed, such person has probable cause for believing that the party arrested is the felon. In a case of such an arrest at a military post, the arresting officer or soldier should use no unnecessary violence, should disclose his official character and inform the party of the cause of his arrest, and should deliver him as soon as reasonably practicable to a civil officer authorized to hold and bring him before a court or magistrate for disposition."

Where the crime is committed **on a reservation** by a civilian he should at once be arrested and turned over with a statement of the case to the nearest civil authority, for trial by the Federal courts; he may be held in the guardhouse for only such intervals as may be absolutely necessary.

Where a soldier commits murder (a crime not punishable by court-martial in time of peace) on a military reservation, he may be confined in the guardhouse until, after communication with the nearest United States attorney, he shall be turned over to the civil authorities.

Process in civil suits issuing from the Federal courts and from state courts where such service is permissible, must be accepted and obeyed by the military on a military reservation as it would be elsewhere. Any defense there may be should be submitted to the civil courts.

(See Winthrop's Mil. Law and Prec., pp. 1402-1405. Dig. of Op. J. A. G.'s, see index "Reservations.")

IV.

208. THE WRIT OF HABEAS CORPUS

A writ directed to the person detaining another, and commanding him to produce the body of the prisoner at a certain time and place, with the day and cause of his caption and detention, to do, submit to, and receive whatsoever the court or judge awarding the writ shall consider in that behalf. This writ has many variations and issues for a number of purposes. We are only concerned with the case where the writ is issued to an officer and affects the body of one

lawfully held by military authority. In all cases where the writ is served, the officer to whom it is addressed will make a respectful return. If the writ issues from a Federal court or judge, return will be made and the person held produced at the time and place required. If the writ issues from a state court or judge, the person will not be produced, but return will be made giving the reason for not complying with the writ. As the question is fully treated in the Manual for Courts-Martial, and forms for the returns given, it is unnecessary to go more deeply into the matter in this article.

(Davis' Mil. Law, Chap. XVII. Winthrop's Mil. Law and Prec., see index "Habeas Corpus." Dig. of Op. J. A. G.'s, see index "Habeas Corpus.")

V.

209. THE 74th ARTICLE OF WAR

"When any person subject to military law, except one who is held by the military authorities to answer, or who is awaiting trial or result of trial, or who is undergoing sentence for a crime or offense punishable under these articles, is accused of a crime or offense committed within the geographical limits of the States of the Union and the District of Columbia, and punishable by the laws of the land, the commanding officer is required except in time of war, upon application duly made, to use his utmost endeavor to deliver over such accused person to the civil authorities, or to aid the officers of justice in apprehending and securing him, in order that he may be brought to trial. Any commanding officer who upon such application refuses or wilfully neglects, except in time of war, to deliver over such accused person to the civil authorities or to aid the officers of justice in apprehending and securing him shall be dismissed from the service or suffer such other punishment as a court-martial may direct."—74th A. W.

The provisions of this article are only applicable in time of peace.

"The commanding officer, before surrendering the party, is entitled to require that the 'application' shall be sufficiently specific to identify the accused and to show that he is charged with a particular crime or offense which is within the class described in the Article. It has been further held that without a compliance with these requirements, the commanding officer can not properly surrender nor the civil authorities arrest, within a military command, an accused officer or soldier. Where it is doubtful whether the application is made in good faith and in the interests of law and justice, the commander may demand that the application be especially explicit and be sworn to; and in general the preferable, and indeed only satisfactory course will be to require the production, if practicable, of a due and formal warrant or writ for the arrest of the party. The application required by the Article should be made in a case where the crime was committed by the party **before** he entered the military service equally as when it was committed by him while in the service."

The Article does not apply to offenses committed on land where the United States has exclusive (excepting that the service of process may have been reserved) jurisdiction. In cases where the military courts have concurrent jurisdiction, the requirements of the Article will not obtain if "the military jurisdiction has already duly attached (by means of arrest or service of charges with a view to trial) in which case the prisoner may be surrendered or not as the proper authority may determine." The ordinances or by-laws of a city or town are a part of the "laws of the land" within the meaning of this Article. Where the commander has reason to believe that to deliver the accused to the civil authority would result in his being exposed to mob violence, he can only seek refuge in the supposition that the demand is not made in good faith and require all the formalities. It is a case for the use of common sense and firmness.

An officer or soldier accused, though he may be willing and may desire to surrender himself, should not in general be permitted to do so, but should be required to await a formal application. The United States is entitled to the service of its officers and men and in the absence of the formal application there is no authority which warrants this service being avoided by the voluntary act of the accused.

(See Davis Mil. Law, pp. 456-461. Winthrop's Mil. Law and Prec., pp. 1071-1081. Dig. of Op. J. A. G.'s, secs. 94-105.)

VI.

210. TAXATION

"An officer or soldier of the Army, though not taxable officially, may be and often is taxable personally. He is not taxable by a state for his pay, or for the arms, instruments, uniform clothing, or other property pertaining to his military office or capacity, but as to household furniture and other personal property, not military, he is (except where stationed at a place under the exclusive jurisdiction of the United States) equally subject with other residents or inhabitants to taxation under the local law." On the other hand, those who are exempt from taxation as dwelling in places under the exclusive jurisdiction of the United States are **not entitled** to enjoy any of the privileges of the citizens of the state such as the privilege of voting, or the use of the public schools, etc.

(See Winthrop's Mil. Law and Prec., pp. 1401-1407. Dig. of Op. of J. A. G.'s, see index "Tax.")

VII.

211. CITIZENSHIP

An officer or a soldier does not lose his citizenship by entering the Army. However, he subjects himself to trial without jury for any military offense committed in the service, and he may forfeit the

privilege of voting, depending on the state law of his domicile. He also surrenders for the time being, as far as the military service may require, his rights of personal liberty.

VIII.

212. RESIDENCE AND DOMICILE*

What is meant by the "residence" of a person in the military service depends entirely upon the kind of residence contemplated—whether it be "residence" for voting, for divorce, for process, for homestead rights, for school privileges, for taxation, for questions of probate, etc.—and in every case the question must be determined by local law. Whether, for instance, an officer or a soldier stationed at Fort Leavenworth, Kansas, is a legal resident of Kansas for any of the purposes stated, or for any other particular purpose, depends on the laws of the State of Kansas.

The "domicile" of an officer or soldier who entered the service at or after majority, is the same as the one he had when he entered the Army, provided, of course, he has not in the meantime changed it.

The "domicile" of an officer or soldier who entered the service as an unemancipated minor is the same as that of his parent when the officer or soldier became of age, wherever the parent may at that particular time have been domiciled.

The general rule of laws is that the domicile of the father establishes the domicile of the child.

A person in the Army can neither gain nor lose domicile by reason of his presence or absence while in the service. Of course, any officer or soldier who wishes to change his domicile may do so, but acquisition of a new domicile must be accomplished by a voluntary and positive act—that is, by taking the proper and appropriate steps to do so, always bearing in mind the fact that the question of domicile is one to be regulated by state and not federal law.

IX.

213. VOTING

Officers and soldiers may vote at their domicile, provided the local laws permit them to do so. Whether a military man may vote in the state in which he may be stationed depends, as stated above, on the local law of residence. This is true for voting at federal, state and municipal elections. For instance, an officer or soldier in the Regular Army stationed at Fort Leavenworth, Kan., can not vote in Kansas, even though he be a citizen of that state, because the statutes of Kansas specifically so state.

* "Legal residence" and "Domicile" are practically synonymous. "Residence" is generally used in the sense of "Legal residence."

CHAPTER VI

(See "Post Administration," par. 270.)

THE POST ADJUTANT

214. The proper performance of the duty of Adjutant, like the proper performance of any other duty, requires work and attention to business.

The Army Regulations are silent regarding the duties of post adjutant, but the duties prescribed for the regimental adjutant are also incumbent upon the post adjutant in so far as they apply to posts.

The adjutant is the commanding officer's mouthpiece—through him is the channel of communication with all the officers and enlisted men of the command. Under the direction of the commanding officer he issues all orders, makes all reports and returns, keeps all records and rosters and has charge of all correspondence pertaining to the administration of the post. He is assisted in this work by a sergeant major and as many clerks as may be necessary.

He should endeavor at all times to exert the influence belonging to his station in sustaining the reputation, discipline, and harmony of the command.

215. Adjutant to promote contentment of command. It is really a part of an adjutant's duty to be pleasant and agreeable and to do all in his power to promote the contentment of the command—it is a part of his duty to serve the command in every way that he can. By virtue of his position and the various means he has at hand in the way of clerks, printing press, etc., there are many things an adjutant can do with very little effort, which will contribute to contentment and cordiality and in effect do a great deal to oil the official machinery of the command, reducing friction and jar to a minimum.

216. Relations with the commanding officer. His relations with the commanding officer are close and confidential, and he should give his chief his entire, unqualified support. His loyalty should be absolute, and under no circumstances should he ever, by act or word, criticise the action of the commanding officer, no matter how much he may himself, personally, disapprove of the same. As the relations that the adjutant bears to the commanding officer are in many respects the same as those that an aide-de-camp bears to his chief, see chapter "Aides-de-Camp," pars. 349-361.

217. Important. The adjutant should remember he is not the commanding officer and under no circumstances should he appropriate or appear to appropriate the powers of that officer. However, an officer to whom a certain amount of authority cannot be delegated, and who is not allowed to assume a certain amount of responsibility, is not fit to fill the position of adjutant and should be relieved at once.

218. In case of delegated authority, e. g., to what extent may the adjutant send for officers in the name of the commanding officer—there should always be a distinct understanding between the adjutant and the commanding officer.

In this connection it may be remarked, an officer should never be sent for to come to the office if it can be helped.

Some adjutants have a habit of sending for officers in a most promiscuous way, to the annoyance, inconvenience, and loss of time of the latter.

Very often the sending of a brief note will obviate the necessity of an officer's reporting at the adjutant's office.

219. Whenever officers are sent for by the adjutant he should always be extremely careful to say (through the orderly), for instance, **"The *adjutant* presents his compliments and says the commanding officer would like to see Captain Smith in the office as soon as convenient."**

Of course, all orders, verbal or otherwise, should be given in the name of the commanding officer, even though on routine business which has been delegated to the adjutant.

A violation of this rule will always cause trouble and friction.

220. Dress and bearing. In neatness and correctness of dress and in soldierly bearing, he should be faultless, setting an example to the rest of the command. He should cultivate soldierly qualities and amiability, and should be just, pleasant and courteous to everyone, performing his duties with partiality to none and fairness to all.

221. He should never talk outside about the official business of the office—this is not only unbusiness-like, undignified and unmilitary, but it is also a betrayal of official confidence which almost invariably leads to pernicious results. Nor should he ever criticise the conduct of other officers.

222. As the adjutant occupies an office which is regarded in the service as representing accuracy, method, and precision, and as he is often required to call the attention of officers to the violation of, and non-compliance with, regulations and orders, he can not himself be too careful and punctilious.

Two of the most essential qualities required in a good adjutant are **tact and common sense.**

223. Necessary knowledge. An efficient adjutant must have a general knowledge of the administrative duties of all the other staff officers and the company commanders, and a special knowledge of his own duties. He must be a close student of the Army Regulations, the Drill Regulations, the Manual of Interior Guard Duty, the Courts-Martial Manual and the manuals of the various staff departments and should read carefully **all** War Department, Division, and Department orders. Under no circumstances should the adjutant permit any other officer of the command to be better informed than he is in these subjects. Unless the adjutant is well posted in the duties of his office, he can not command the respect and enjoy the confidence of his fellow officers. By study, application, and observation he should inform himself upon all points of military usage and etiquette and on proper occasions aid with his advice and experience the subalterns of the command, especially those just joining.

224. Army Regulation paragraphs affecting adjutants. The adjutant should be familiar with the following paragraphs of the Army Regulations (edition, 1913):

106-126, 129, 131-133, 135, 146-187, 189, 201-214, 240, 244, 251, 252, 262, 279, 300, 316-324, 332-448, 464-477, 484-489, 493-498, 515, 516, 593, 653, 654, 657-703, 707, 726-731, 748, 749, 751, 786-810, 811-824, 826, 828, 829, 834-877, 888, 894-914, 919, 922-944, 951-962, 969, 970, 973, 982, 987, 996-999, 1008-1012, 1018-1035, 1050-1053, 1057, 1061, 1075-1094, 1103, 1104, 1106, 1107, 1144, 1147, 1156, 1168, 1170-1173, 1175, 1177, 1178, 1181-1185, 1187, 1188, 1208, 1209-1212, 1213-1216, 1219, 1223, 1224-1226, 1229-1232, 1236, 1237, 1247, 1248, 1285, 1302, 1304, 1315, 1337, 1342, 1360, 1377, 1381, 1387, 1390, 1394, 1397-1399, 1402, 1403, 1407, 1411-1413, 1415-1417, 1419, 1424, 1427-1429, 1432, 1435, 1438, 1446, 1447, 1452, 1453, 1457-1459, 1464, 1466, 1468, 1470, 1471, 1474, 1480, 1485, 1528, 1550, 1562, 1563, 1569-1573.

225. The daily transaction of routine business with the commanding officer. Say, about 10 o'clock a. m., the adjutant presents the consolidated Morning Report to the commanding officer for signature after which all papers in the "Commanding Officer" basket (see **"The Four-Basket System,"** Par. 243) are submitted, the adjutant briefly explaining each as it is placed before the commanding officer. No paper should be submitted:

First—Unless the adjutant has carefully scrutinized the same and has familiarized himself with every paragraph in the Regulations and every order that may be referred to in the communication.

Second—Unless he knows that all orders and Regulations on the subject have been complied with. The safest plan is to look up invariably the Regulations on the subject, and see that all conditions required have been fulfilled, especially regarding allowances, etc., in case of estimates and requisitions.

Say, about 11:30 a. m., or just before the commanding officer leaves the office for the forenoon, the adjutant should again submit to him all papers that happen to be in the "Commanding Officer" basket.

In case of requisitions, estimates, clothing schedules, etc., see that all dates have been filled in and that the commanding officer's rank has been entered below where he is to sign.

Of course, different commanding officers have different ways of transacting business; ascertain the wishes of your commanding officer and then comply with them.

Some commanding officers, for instance, let their adjutants open all mail and permit them to enter on purely routine papers the usual indorsements, while other commanding officers desire to open the official mail and write their own indorsements in all cases, or direct the adjutant what to write. Again, some commanding officers let their adjutants issue orders of routine nature without first seeing the manuscript, while other commanding officers wish to see the manuscript first or to write the orders themselves.

However, if the proper relations of confidence exist between the commanding officer and the adjutant, it is thought the former should allow the latter as much latitude as possible in matters of this kind, thus not making the adjutant feel that he is merely a clerk.

In matters of this kind, as well as in all others, ascertain the wishes of the commanding officer and then comply with them.

226. CUSTOMS OF THE SERVICE AFFECTING ADJUTANTS

1 Cheerfulness, harmony, and contentment are important factors in the discipline and efficiency of a command, and the adjutant should do everything possible to promote them. By custom of the service he is regarded as the logical promoter and leader of entertainments, dances, etc.

2 Enlisted men and civilian attaches desiring to speak to the commanding officer, first see the adjutant.

It is also the prevailing custom for officers, except members of the staff, who wish to see the commanding officer at his office, first to address themselves to the adjutant, older officers by usually asking, "Is the commanding officer occupied?" and younger officers, "May I see the commanding officer?"

3 Whenever an officer reports for duty, the adjutant usually arranges for his care until he gets settled temporarily or permanently. If the officer has just entered the service, the adjutant should write him a friendly letter before he reports for duty, and in a kindly and diplomatic manner convey to him such information as may relieve him from the embarrassment of uncertainty regarding the custom at

226 (contd.)

that particular post of reporting to the commanding officer for duty, etc., and when the officer arrives, the adjutant or some other officer should meet him at the station. This makes his reporting easier and such courtesies are usually gratefully appreciated.

So, likewise, if soldiers of other commands, especially those of other arms of the service or of the staff corps, are casually at a post, the adjutant should make it his special business to see that they are properly cared for. Very often there is a tendency to "run it" on casuals, especially if they belong to another branch of the service.

4 Before detailing men on special or extra duty, it is customary to ascertain from their company commander whether there are any military reasons why the details should not be made, and in other cases, unless by roster, orders should not specify individuals by names, e. g., "The Commanding Officer, Co. 'A,' 24th Infantry, will send a detachment consisting of one noncommissioned officer and six privates, etc."

5 Officers not under arms usually remove their caps upon entering the adjutant's office. This is proper not only because one gentleman should always remove his cap upon entering the office of another, but the adjutant's office is, in effect, the commanding officer's office.

Regarding officers returning from drills, courts-martial, etc., with side arms, the prevailing custom seems to be for them to remove their caps upon entering the office of the adjutant.

It is not usual for the officer of the day to remove his cap while in the adjutant's office on business not connected with his duties as officer of the day, although some officers make it a rule to do so. If in the commanding officer's office and the official relations are relaxed, the prevailing custom is to remove the cap.

6 The expression often used in orders to "report to the commanding officer" means to "report to the adjutant," regardless of the relative rank of the officer reporting and the adjutant.

7 In case of strange officers coming to a post, the adjutant is by custom the logical person to see that they are properly entertained and looked after.

An inspector general is usually met at the station by the adjutant or some other officer, and a private reports to him as orderly. For reception of general officers and other distinguished officials, see par. 441.

8 When an officer of the command is appointed brigadier general, a sergeant (in some regiments a corporal) is ordered without delay to report to him for duty as orderly as long as he is in the post.

9 When a general officer comes to a post, a sergeant is at once ordered to report to him for duty as orderly.

(In some regiments a sergeant reports as orderly to a major general and a corporal to a brigadier general.)

227. BUSINESS ROUTINE OF THE OFFICE

Everything about the adjutant's office should be indicative of system, order and neatness, and the business of the office should be transacted in a prompt, systematic and business-like manner. The duties of the sergeant major, the clerks, the telephone orderly, the janitor, and all others connected with the office should be clearly defined and every one made to live up to the requirements thereof.

228. THE SERGEANT MAJOR

1 Under the direction of the adjutant he has immediate charge of all books, records, and papers pertaining to the office.

2 In the clerks' office he is the representative of the adjutant and his orders must be obeyed without question.

3 He will keep the Army Regulations posted and every Monday morning place on the adjutant's desk for signature all books requiring the signature of the adjutant or the commanding officer.

Should either of these officers go on leave or be ordered to a new station, he should see that all books are presented to them for signature before they leave.

4 All orders and communications of a routine nature for organization commanders will be delivered to the first sergeants at First Sergeants' Call. However, communications, etc., of an important nature or requiring action without delay, will be delivered direct to the officers by the orderly and duly signed for.

Orders, circulars, etc., of a routine nature that are to be shown to officers will be sent around before noon. Officers will indicate by writing their initials on back of paper that they have seen same.

5 A receipt will be obtained for all communications delivered to officers.

6 A check will be kept on all communications that are to be returned to or through the office, or that are to be answered. This may be done by means of the adjutant's "Tickler" (see par. 245) or a memorandum book, ruled as follows:

NUMBER OF COMMUNICATION	TO WHOM	DELIVERED OR MAILED	TO BE RETURNED OR ANSWERED BY	RETURNED OR ANSWERED
100	Capt. Jones	Jan. 5.	Jan. 10	Jan. 8.

7 The sergeant major will regulate daily all clocks in the office, obtaining the correct time, when practicable, from the Western Union or the Postal Telegraph office.

8 In case of officers casually at post, the dates of arrival and departure will be entered on the Morning Report.

9 The daily maximum and minimum temperature, obtained from the Morning Report of the Hospital Corps Detachment, will be noted on the Morning Report.

10 A record will be kept of all blank forms, pamphlets, etc., sent from the office.

11 Whenever a letter is written, an order published, a communication received or verbal instructions given, requiring future action on the part of the office or some one else to or through the office, a check will be made against such action.

12 Every time the sergeant major enters the office of the adjutant for whatever purpose, he will empty the "Out" basket. (See "Four-Basket System," par. 243.)

13 His bell call is one short ring.

229. GENERAL

All books, pamphlets, etc., will be plainly marked, "Adjutant's Office," or "Office of Commanding Officer," as the case may be, and no books, pamphlets, maps or records of any description will be taken from the office without the permission of the adjutant, and in every case the article will be charged against the proper person.

230. CLERKS

1 All clerks and other persons on duty in the adjutant's Office are prohibited from furnishing any information whatever on subjects pertaining to the business thereof.

2 The office hours for the clerks will be from 7:30 a. m. to 12 m., and from 1:30 to 5:00 p. m.

All clerks will report promptly at 7:30 a. m. and 1:30 p. m.

In case of emergency the work will be pushed through without regard to hours.

3 Only the necessary office work for that day will be done on Sundays and holidays, and in the absence of work requiring immediate attention, the clerks will be excused on holiday afternoons.

4 No clerk will leave the office without first obtaining permission from the senior noncommissioned officer present, reporting his destination and probable duration of absence.

5 All bells will be answered promptly. In case of the absence of the clerk rung for, the next junior in rank shall answer the call. The bell calls are as follows:

(Draw up to suit local conditions.)

6 Loud talking, whistling, singing and other unnecessary noises are forbidden.

231. BUGLER OF THE GUARD

1 Immediately after marching on guard the bugler of the new guard will proceed to the adjutant's office, reporting to the adjutant: "Sir, Bugler ————, Company ————, reports as bugler of the new guard." After having received his instructions from the adjutant he will relieve the bugler of the old guard, receiving from him any special instructions that he may have.

2 After having been relieved by the bugler of the new guard, the bugler of the old guard will report to the adjutant, "Sir, Bugler ————, Company ————, reports having been relieved as bugler of the old guard."

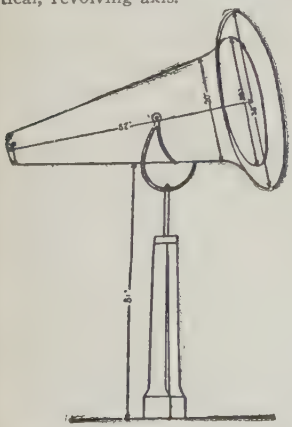
3 The bugler of the guard will sound the first call for all formations, schools of instruction, etc., except for reveille, as follows:

First—On the parade ground, about fifty yards in front of the adjutant's office.

Second—At such place or places as those concerned can hear the call.

The Assembly will be sounded about fifty yards in front of the adjutant's office.

At some posts, all calls are sounded through a megaphone, resting on a vertical, revolving axis.



4 The bugler of the guard will remain at the adjutant's office from the time he marches on **until taps,** and from breakfast until the time he marches off.

5 The sounding of all calls will be regulated by the clock in the adjutant's office.

6 The bells will be answered promptly and in case the bugler of the guard be absent, his bell will be answered by the janitor. In the absence of the janitor, his call will be answered by the bugler of the guard.

The bugler call is one long ring; the janitor's one long and one short.

7 All communications will be delivered promptly, and the initials of the receiver obtained in the delivery book, with the hour and date of receipt.

8 Except in urgent cases, communications will not be delivered to officers in the afternoon or at any time while they are at meals.

9 The bugler of the guard will at all times wear the uniform of the guard.

10 The instructions of the commanding officer's orderly regarding the receipt and delivery of messages will also be observed by the bugler of the guard.

232. COMMANDING OFFICER'S ORDERLY

1 If necessary, the new orderly will ascertain from the old orderly the correct way of reporting to the commanding officer, which will be done as prescribed in the Manual of Interior Guard Duty.

2 He will report to the commanding officer at his office soon after guard mount.

3 He will receive orders from no one except the commanding officer. (M.G.D.)

4 When ordered to carry a message, he will be careful to deliver it exactly as it was given to him. (M.G.D.) If a message be not understood, he will ask that it be repeated. He will acknowledge the receipt of orders by saying, **"Yes, sir."**

5 After having delivered a message or returned from an errand, he will always report accordingly to the commanding officer. For example, **"Sir, the commanding officer's message has been delivered to Captain Smith."**

6 At every mess call, if in attendance on the commanding officer, he will report to him, **"Sir, mess call has sounded."** He will be allowed one hour for each meal.

7 To be relieved at 9 o'clock p. m., he will report to the commanding officer, **"Sir, it is 9 o'clock."**

8 He will sleep in his company quarters, and will report at the commanding officer's quarters at 7 a. m.

9 His call will be one short ring, and when rung for he will enter the commanding officer's office without knocking.

10 He may be granted a pass from 9 o'clock a. m., the day of marching off, to noon the following day. The pass will be made out by the adjutant and will excuse the soldier from all intervening duties.

11 He will call the attention of his successor to these instructions.

233. TELEPHONE CLERK

1 The telephone clerk will sleep in the telephone office.

2 He will be in the office from immediately after breakfast until noon, and from 1:00 p. m. until supper.

3 The bugler of the guard will remain in the telephone office and answer all calls, from supper until taps. (Between taps and reveille, the main telephone should be connected with the telephone in the guardhouse, so that the post may be gotten at once any time during the night.)

4 Just before going to dinner, the telephone clerk will report to the sergeant major who will designate one of the clerks to remain in the telephone office until 1 o'clock.

5 In case of going on pass, the telephone clerk will give the sergeant major due notice, to the end that one or more of the clerks may be designated to look after the telephone.

6 All the metal parts of the telephone instruments will be polished and kept bright.

7 All official messages received will be repeated back to the sender, and all messages sent will be repeated back to the telephone clerk.

8 The names of all persons receiving official messages at the other end of the line will be noted on the messages.

9 In case of any trouble with the line or the instruments, the Signal Officer will be notified at once.

10 In case anyone wishes to speak to some member of the garrison, the telephone clerk will fill out a notification slip and turn the same over to the sergeant major for delivery.

[FORM]

TELEPHONE OFFICE

FORT HARRISON, MONT.

Time .....

Mr. .....

Telephone No. .....

wishes to speak to

.....

11 Telephone calls will be answered promptly and all business, official and unofficial, will be transacted with courtesy.

12 Enlisted men are prohibited from smoking in the telephone office.

13 The telephone clerk will leave the office and close the door when the telephone is being used by an officer or a member of an officer's family.

14 His bell call is two short rings.

234. JANITOR

1 He will look after the furnace and have general charge of the policing of the Administration Building, keeping the offices of the commanding officer, the adjutant, the quartermaster and the sergeant major in a clean and orderly condition.

2 The desks in particular will be kept in a neat and orderly condition, and care will be taken not to misplace any papers that it may be necessary to move.

3. The offices will be in proper condition by 7:30 a. m.

4 The lavatory and water-closet will be thoroughly cleaned daily; special attention being given to the urinals. Brass door knobs, metal parts of urinals, etc., will be kept polished, and the window panes will be kept clean.

5 Great care against accident will be exercised in operating the furnace.

6 The temperature will be noted frequently, and the offices and other rooms will be properly ventilated, lowering the windows from the top.

7 The janitor will go to his meals 30 minutes before mess call.

8 His bell call is one long and one short ring.

235. PAPERWORK AND CORRESPONDENCE

(See "Army Paperwork," par. 512.)

1 Keep your Army Regulations posted up to date and get into the habit of referring to them whenever there comes up a new matter, or one concerning which the slightest doubt exists, always analyzing the paragraphs involved and taking special care to see that all their requirements are fulfilled. For instance, in the case of an application for appointment as ordnance Sergeant see:—

(a) Whether the applicant has served at least eight years in the Army; including four years as a noncommissioned officer.

(b) If he is less than 45 years of age.

(c) That the application is in the applicant's handwriting.

(d) That the application states the length and nature of military service, and for what time and in what organizations service has been rendered as a noncommissioned officer.

(e) That the company commander has indorsed on the application the character of the applicant and his opinion as to his intelligence and fitness for the position.

2 When a communication has been returned through the Adjutant's Office to an officer for certain data, analyze carefully **all** indorsements and see that **all** the information called for is furnished before the paper is returned to higher authority.

3 Whenever reference is made to certain paragraphs in the Army Regulations or to certain orders, **invariably** look up the paragraphs or orders referred to.

4 In the case of correspondence with officers under the command of the commanding officer, papers are always signed by the adjutant and if some such expression as "The Commanding Officer desires," etc., or "I am directed by the Commanding Officer," etc., does not appear in the body of the communication, then the letter should end, for example, "By order of Major Jones: John A. Smith, 1st Lieut., 1st Infantry, Adjutant."

Communications to superiors or to other post commanders are signed by the commanding officer.

5 In practice, whether communications forwarded, referred or transmitted to civilians, especially the civil authorities, are signed by the commanding officer or the adjutant, depends upon circumstances.

In case of ordinary inquiries, etc., from civilians, the adjutant usually signs the answer, omitting "By order," etc. Communications addressed to the civil authorities are generally signed by the commanding officer—answers to clerks or other subordinates being signed by the adjutant, omitting "By order," etc.

Some commanding officers, however, follow the rule of signing all communications addressed to parties not under their command or direction.

A recruiting officer, so far as his rendezvous and party are concerned, exercises command correlative with that of a post commander —consequently, communications forwarded, referred or transmitted to recruiting officers not under the direction of the commanding officer, should be signed by the commanding officer.

In case the regimental commander is not stationed at the headquarters of the regiment, the regimental adjutant may sign "In the absence of the regimental commander," all papers forwarded to higher authority that do not require the personal action of the temporary regimental commander, provided the latter delegates such authority to the regimental adjutant.

Papers requiring the personal action of the temporary regimental commander should be sent to him for consideration and can be returned by him to regimental headquarters with his directions as to the action to be taken. The papers can then be prepared for the signature of the regimental adjutant "In the absence of the regimental commander."

The temporary regimental commander should be consulted as to the classes of papers that he desires to see.

(Indorsement A. G. O., July 14, 1909.)

6 Great caution should be exercised in using disciplinary language in communications addressed to officers not under the jurisdiction of the commanding officer.

7 It is not necessary to return by formal indorsement all reports, returns, and other communications that may be received with errors, or incomplete.

The adjutant may return the papers informally to the officers concerned, in person, or by means of an attached memorandum. Not only does this save the adjutant's office and also the officer concerned useless paperwork, but it also expedites the transaction of business.

236. Reduction and simplification of paperwork. (a) Post administration. The following suggestions for the reduction and simplification of paperwork connected with post administration are taken from General Orders, No. 1, Hq. Eastern Department, 1915:

(1) **Verbal instead of written orders.** The following to be verbal instead of written: Orders granting leaves of absence not exceeding five days; orders attaching officers to organizations for temporary

duty, and relieving them from such duty; orders appointing and relieving officers as summary court; orders detailing enlisted men on special duty and relieving them from such duty; orders for muster, inspection and payment of troops—in general, orders that do not involve money or property accountability to be verbal instead of written. (Attention is invited to the fact that orders affecting the status of individuals are always entered on the morning report and thus made of record.)

(2) **Formal written applications for furloughs not to be submitted.** No formal written applications for furloughs to be submitted to post commanders, but, if desired by the post commander, an informal memorandum may be attached to the furlough, giving such information as may be desired regarding the number of men on furlough, etc.

(3) **Use of telephone.** Judicious use of the telephone will obviate considerable writing, and many things now done through correspondence can be done equally as well and much more expeditiously by telephone.

(4) **Efficiency reports to be kept at post headquarters.** The keeping at post headquarters of efficiency reports of the officers of the command and the reference of such reports to the proper officers upon the permanent departure of officers from the command, will obviate considerable future correspondence.

(5) **Receipts for certain papers not necessary.** Many of the receipts that are now required for orders, details, and other routine papers could, with safety, be dispensed with.

(6) **Assignment of recruits by written orders unnecessary.** The assignments of recruits to companies by written orders is unnecessary —the assignment as stated on the D. and A. card, a copy of which is furnished the company commander, is sufficient.

(7) **Approval of commanding officer in case of absence from duty under General Orders, No. 31, War Department, 1912.** Whenever an officer or enlisted man is absent from duty due to causes within the purview of General Orders, No. 31, War Department, 1912, and the company commander and the surgeon are in accord, the approval of the commanding officer may be noted and made of record, by writing "Approved," duly signed, in the column "Disposition" of the Daily Sick Report, opposite the last entry of the name of the officer or enlisted man.

(8) **Monthly submission of ration returns.** The submission of ration returns for a period of one month instead of a shorter period reduces paper and other work.

(9) **Obtaining information by means of informal memoranda, by personal interview and by telephone.** Clerical labor and useless records can be saved by using informal memoranda instead of formal

written communications in communication between post headquarters and organization commanders and others in cases the nature of which does not require that the matter be made of permanent record. For example, applications for the appointment and reduction of noncommissioned officers, and for ratings and disratings; applications for leaves of absence within the power of post commanders to grant (such applications might be verbal); certain information required by post headquarters on which to base letters or indorsements. In this connection it may be remarked that not infrequently certain papers (for example, applications of enlisted men for transfer) that are sent to post commanders for information or expression of opinion, and that are now referred to organization commanders and others by formal indorsement in which to get desired information, need not, unless the matter be of such a nature as to make it desirable to make of record the statement of the subordinate to whom the paper is referred, go further than post headquarters, the necessary information being obtained from organization commanders or others concerned by personal interview, by telephone or by informal memoranda, and the communication being returned by post headquarters by indorsement based upon the information so obtained.

10 **Officers reporting at post headquarters daily.** Considerable business now transacted in writing can be disposed of conveniently and expeditiously by personal interview, and orders, communications, etc., can be delivered without messenger service, by having all the officers of the command report daily, except Sundays, at post headquarters at officers' call, sounded shortly before 1st sergeants' call, which, for the convenience of those concerned, might be sounded immediately after morning drill. Instructions concerning muster, inspections, payment, etc., and information of general interest now conveyed by written communication, may be given the assembled officers by the commanding officer or the adjutant, the officer of the day detail verbally announced, holidays made known, etc. A pigeon-hole box, with a compartment labelled with each officer's name, is kept in some convenient room in the administration building, and orders, communications, etc., intended for officers are placed in their respective compartments. Should the commanding officer or the adjutant desire to see an officer about some particular matter, place in the officer's compartment a card or slip, bearing, for instance, the statement—

"Capt. Smith:

The C. O. (or Adjt.) desires to see you about———."

(NOTE—See par. 240, regarding use of bulletin board and daily bulletin.—Author.)

(11) **Payment of ration savings to organization commanders.** At posts where officers report daily at headquarters at a fixed hour a representative of the Quartermaster's office is present once a month

to pay there to organization commanders the ration savings and have them sign the necessary vouchers.

(12) **Pass System.** Any of the following pass systems will obviate the daily preparation of pass lists by organization commanders, and the scrutiny and signing of same at post headquarters:

(a) Organization commanders to grant passes under general supervision of the post commander, a passbook or list being kept in the company office, in which will be entered daily the names of the men to go on pass that day, and the authorized hours of absence, the book or list to be signed each day by the organization commander.

(b) Under general supervision of the post commander, organization commanders to grant permanent passes, based on good conduct, and revocable in the discretion of the organization commander in case of misconduct.

(c) General permission to be given by the post commander to all enlisted men to be absent during stated hours that will not, except by special permission of the organization commanders in each case, exempt them from any duty, and organization commanders being authorized to withhold this privilege from delinquents.

(13) **War Department Orders.** The following are the War Department orders on the reduction and simplification of paper and other administrative work:

(1) In order that the maximum amount of time may be devoted to the practical and theoretical instruction of troops, division, department, and post commanders will reduce official correspondence at their headquarters to the minimum consistent with efficient administration. To this end post commanders will dispose of matters of routine as far as practicable by personal interview with the individuals concerned at such hours as will least interfere with the instruction of their commands. (Par. 5, G. O. 195|10.)

(2) Routine administration throughout the Army must be regulated on the basis that training and preparation for active service are of first importance. Administrative duties are an essential feature of military life and are not to be neglected; but in every legitimate way they must be simplified, reduced in amount, and adjusted as to time of performance, so that they will not obscure the real purpose for which the Army is maintained or obstruct the attainment of this purpose. Commanders of all grades must so order and arrange the affairs of their organizations that the foregoing general principles are given full force and effect. (Par. 11, G. O. 17|13.)

(3) It is believed that the custom of having the morning reports, daily correspondence, returns, etc., submitted in the morning before the tactical instruction of troops is completed, which prevails at many posts, removes captains, other organization commanders and first sergeants, from other and more important duties, or lessens the

amount of personal supervision at a time when such supervision is most needed. This custom also tends, in some cases, to the habit of post commanders remaining at their desks to attend to the daily paperwork while their commands are engaged in tactical work.

* * * * *

These customs, which are now in force at certain posts, are considered to violate the provisions of paragraph 11, General Orders, No. 17, War Department, 1913, and steps will be taken to regulate the same. (Letter A. G. O., Jan. 17/14.)

237. LABOR-SAVING DEVICES AND CONVENIENCES

Not only can much time and labor be saved, but also the work of the office can be greatly simplified and systematized by the use of conveniences in the way of rubber stamps, mimeographs, wire baskets, file cases, pigeonhole boxes, etc.

238. Delivery envelopes. An excellent system for delivering communications, orders, and other papers to officers, and getting their

C. O. Co. "A", 1ST INFTY.

1916	CONTENTS	Sign
11/23	Par. 6, S. O. 184, W. D.	J.A.M.
11/25	Report of Survey #02358	J.A.M.
12/2	Letter A.G.O. #2868	J.A.M.
12/4	Memo. Pay Day	J.A.M.
12/8	D. & A. Card-Rct. Smith	J.A.M.

receipt therefor, is to use a heavy Manila envelope about 10x4½ inches, with the office or the officer's name written across the top and a slip of paper the size of the envelope, with one end pasted across the envelope, immediately under the officer's name or the office. On this slip of paper, ruled as shown below, are entered brief descriptions of the papers that are put in the envelope, and for which the officer acknowledges receipt by signing his initials in the proper column. Communications for an officer are put in this envelope, which is placed in the officer's compartment of the pigeon-hole box described in Section (10), above. In case a paper must be delivered at once, the envelope is sent by an orderly to the officer concerned, who initials and returns the envelope by the orderly.

INFORMATION SLIP
HEADQUARTERS CAMP GAILLARD
March 12/16.

Attached referred to:-
C. O. ---------
Quartermaster
Surgeon
Police Officer
Survey Officer
✓ Summary Court
✓ Post Exchange Officer
Ordnance Officer
Engineer Officer
Judge Advocate

For:-
Notation and return
Necessary action
File
✓ Remark
✓ Investigation and report
Recommendation
Correction as indicated
Information and guidance
Any objection to this detail

Morris,

Capt., 29th Infantry
ADJUTANT.

239. Information slips. Time and labor can be saved by using printed or mimeographed Information Slips about 2½ x 7 inches, per the model shown to the left, which, with the officer's name, or the office concerned and the action to be taken, checked off as indicated

on the model, are attached to papers referred to officers in cases where formal indorsements are not necessary.

240. Bulletin board. Another convenience is to have in the Adjutant's Office a bulletin board on which is posted each day a bulletin as shown below, announcing guard and other details for the following day, calling for certain information from organization commanders and others, and making various announcements; also, judge advocates post on this board notices of meetings of courts, and notices of meetings of the post exchange council are likewise posted by the president of the council. In other words, the bulletin board answers the purpose of a sort of daily official gazette. Of course, the use of such a bulletin board presupposes that an order has been issued requiring all officers to report at the Adjutant's office at a certain time daily (say, between 11:30 and noon) and examine the board.

("Model" Daily Bulletin)
Headquarters Camp Gaillard, Canal Zone
December 5, 1916

DAILY BULLETIN—NO. 292

1. Detail for tomorrow, December 6, 1916:
   Company H, 29th Infantry will be for guard.
   For officer of the day: Captain Keller.
2. Captain Butcher is detailed to audit the accounts of the Post Exchange this p. m.
3. Organization commanders will submit a list of the names of men of their organizations that desire to have dental work done. These lists will be submitted in duplicate not later than the 15th instant.
4. There will be a meeting of the POST GRADUATE SCHOOL at 2:00 p. m. this date.
5. Tomorrow, Wednesday, December 6, there will be general police of the garrison, battalion commanders supervising the police of the organizations in their battalions.
6. There will be a meeting of the POST EXCHANGE COUNCIL at the Post Exchange at 3:15 p. m., this date.
7. Major John J. Bradley is detailed as Summary Court Officer—VOCO December 5, 1916.
8. Two (2) fatigue men from each lettered company will report for fatigue to the range officer daily, except Sundays and holidays, from December 7 until further orders.
9. There will be a ball game this p. m. at 2:30—29th Infantry vs. 5th Infantry.
10. There will be a regimental practice march tomorrow, with full pack, less rations. The regiment will form at 8 a. m. in column of squads, facing west, the head of the column in front of the guardhouse.

11. During the remainder of the month, Friday is set aside for regimental field work.
12. Officers leaving the post on leave will make the reports required by Par. 64, A. R.
13. Requisitions for blank forms from the A. G. Dept., for period January 1-June 30/17, to be submitted by the 28th instant.
14. Battalion commanders by making timely requests on the Surgeon will be able to secure, if desired, an ambulance and attendant to accompany their battalions on practice marches.
15. All Officers of this camp are invited to attend a "Tacky" party at Corozal, Friday night, December 8.

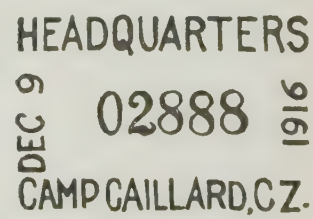
By ORDER OF COLONEL SMITH:

Jas. A. Morris,
Captain, 29th Infantry,
Adjutant.

241. Rubber stamps. Self-inking rubber stamps (that is, those mounted on metal frames) are considered the most satisfactory, as the impressions are always clear, clean-cut, uniform, and well aligned. They may be obtained upon requisition on the quartermaster. The following will prove useful:

1. (Figure to right.)
2. APPROVED.
3. Colonel, 50th Inf.,
   Comdg.
   (For commanding officer.)
4. Captain, 50th Inf.,
   Adjutant.
   (For the adjutant.)
5. TO THE QUARTERMASTER.
6. TO THE ORDNANCE OFFICER.
7. Received Hq., Fort Niagara, N. Y.
8. Received back Hq., Fort Niagara, N. Y.
9. JAN. 1, 1917.
   (Dating stamp.)

242. Dating and numbering stamp. If the office uses the card record system prescribed by G. O. 92, 1909, get a dating and numbering stamp, the following being an imprint of such a stamp:



243. Four-basket system. The four-basket system consists of four wire or wicker baskets, or four light, flat, wooden boxes, kept on the Adjutant's desk and marked: "IN," "COMMANDING OFFICER," "HOLD," and "OUT."

All mail, pass-lists, and other incoming matter are placed in the "In" basket.

All papers requiring office marks, the typewriting of indorsements, or other action in the Sergeant-Major's office, as well as all communications ready for mailing, delivery, etc., are placed in the "OUT" basket, which is emptied by the Sergeant-Major from time to time during office hours.

The Sergeant-Major places in the "IN" basket all papers requiring the signature of the Commanding Officer or the Adjutant.

Papers for the signature or other action of the Commanding Officer are placed in the "COMMANDING OFFICER" basket by the Adjutant.

Communications which cannot be acted upon at once, first have entered upon them the proper office marks and are then placed in the "HOLD" basket. The contents of this basket must be examined daily.

Under no circumstances should papers be allowed to lie around loose on the Adjutant's desk. Each and every paper should be placed in its proper basket and made fast with a paper-weight.

244. Memorandum slips. Whenever the Adjutant thinks of something requiring action, but which cannot be done at the time, he should once note the same on a piece of paper which should be placed in the proper basket. Matters, for instance, concerning which he wishes to speak to the commanding officer at some future hour should be placed in the "COMMANDING OFFICER" basket.

It is a very good thing for the Adjutant to get into the habit of devoting two or three minutes each morning immediately after reaching his desk to thinking of, or recalling, things that should be done that day or at some future time, and then make out the proper memorandum slip, or slips.

245. Adjutant card-system "Tickler." Get an Adjutant's card-system "Tickler," which is issued by the Quartermaster Corps, like any other article of office furniture (Cir. 28, O. C. Q. M. C., 1913, pages 37 and 113). It is used—

Primarily, in connection with the prompt rendition of all reports, returns, estimates, and requisitions required by Army Regulations and orders from higher authority to be made by, to, or through post commanders.

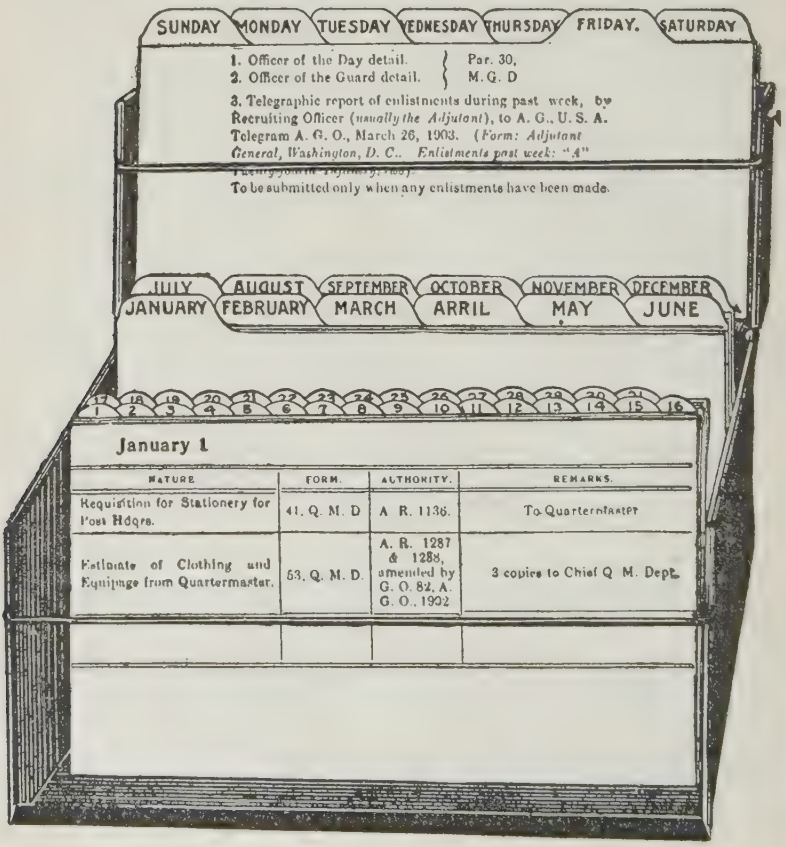
Secondarily, as a suspended file, to recall at the proper time things to be done or matters to be considered at any time in the future.

245 (contd.)

For example:

(a)	Periodical and other reports and returns to be rendered to or by the office.	By a certain time.
(b)	Communications that should be returned to or by the office.	
(c)	Information that should be furnished to or by the office.	
(d)	Orders, letters, and verbal directions requiring action by the office or by subordinates.	

If, for instance, communication number 100, that should be returned to the office not later than the 20th of the month (November)


SUNDAY MONDAY TUESDAY WEDNESDAY THURSDAY FRIDAY. SATURDAY
1. Officer of the Day detail. } Par. 30,
2. Officer of the Guard detail. } M. G. D
3. Telegraphic report of enlistments during past week, by Recruiting Officer (usually the Adjutant), to A. G., U. S. A. Telegram A. G. O., March 26, 1903. (Form: Adjutant General, Washington, D. C.. Enlistments past week: "A"
To be submitted only when any enlistments have been made.
JANUARY FEBRUARY MARCH ARRIL MAY JUNE JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER
January 1
NATURE
FORM.
AUTHORITY.
REMARKS.
Requisition for Stationery for Post Hdqrs.
41. Q. M. D
A R. 1136.
To Quartermaster
Estimate of Clothing and Equipage from Quartermaster.
53. Q. M. D.
A. R. 1287 & 1288, amended by G. O. 82, A. G. O., 1902
3 copies to Chief Q M. Dept.

(Card-system "Tickler," furnished by the Quartermaster Corps, like any other article of office furniture.)

is mailed Captain John A. Smith, on the 10th, then fill out and file in front of the "20" guide card a card like this:

Number of communication	To whom sent	When	To be returned	Remarks
100	Capt. Smith	Nov. 10	Nov. 20	

On the morning of the 20th, when the "19" guide card is removed from in front and placed in rear, the check card will show up.

If the communication has not been returned, just keep on advancing the filing date of the check card until the paper does return.

An alphabetical list of the names of the persons to whom communications are sent should be kept (preferably by means of cards) with the filing dates of the check cards opposite each name. For instance, after Captain Smith's name would be noted, November "20." In this manner, should the communication be returned before November 20, by reference to the alphabetical list the filing date can be ascertained at once and the check card found and removed from the file without having to look over the check cards of several dates.

A supply of check cards with proper headings should be printed, mimeographed or hectographed.

(Card-system "Tickler," furnished by the Quartermaster Corps, like any other article of office furniture.)

246. Printing press. When post and regimental headquarters are located at the same station, a printing press purchased from the regimental fund, is a big convenience for printing forms, orders, concert programs, etc.

247. Duplicating devices. In case it be not possible to get a printing press, a good first-class duplicating device can be made to answer the same purpose in most cases.

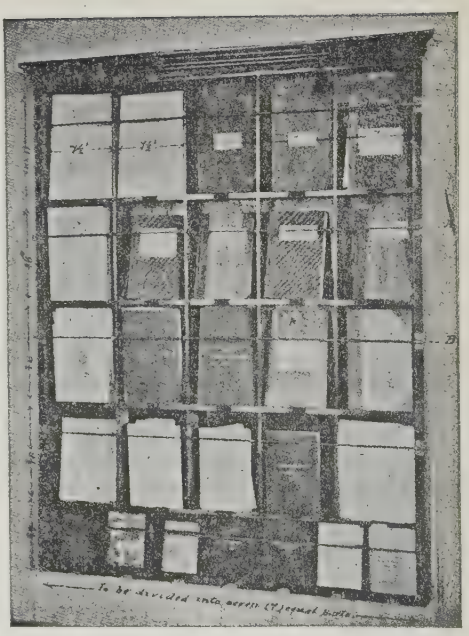
248. Typewriter. It goes without saying that now-a-days no office is complete without at least one typewriting machine, which can generally be obtained from the Quartermaster Corps on memorandum receipt.

It is suggested that a Corona machine, which is used throughout the service, be obtained for field work. Not only is this machine very much less bulky and very much lighter than other machines, but it will also stand harder usage. The Corona Folding Stand adds very much to the convenience of the machine for field use.

249. Electric bells. (Generally obtainable from the Signal Corps.) The office of the Commanding Officer and the Adjutant should be equipped with electric bells, so that the sergeant-major, the clerks, orderlies, and others can be gotten without having to hollo for them.

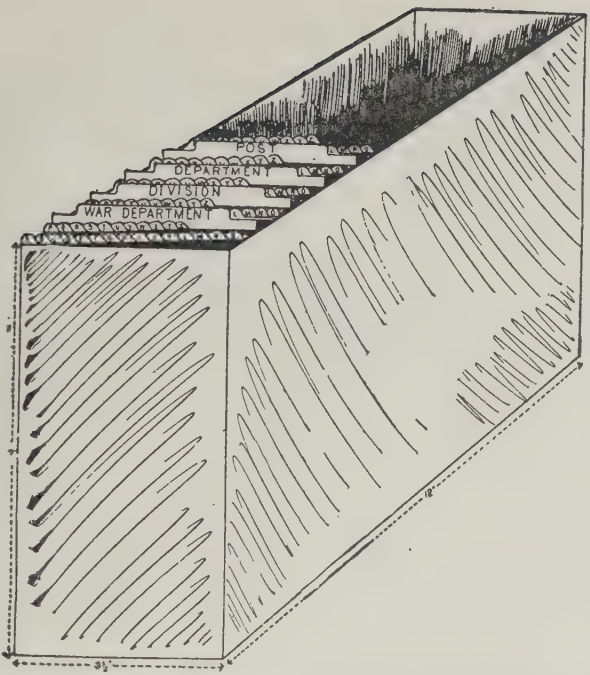
A code of rings should be devised whereby each man has an individual call.

250. Case for reference books. A flat case like the one shown in the drawing adjoining, made by the quartermaster, and in which are kept the Army Regulations, drill regulations, the various manuals, etc., may be fastened to the wall, back of the Adjutant's desk. One is also placed back of the Commanding Officer's desk, and one back of the sergeant-major's desk.



(Border is made of 1 inch material and partitions ¼ inch material; receptacles 2¼ inches deep; the rods "A" and "B" extend out ½ inch from face of case; the grooves are 2 inches deep and 1½ inches wide.)

251. Indices of current orders and bulletins. A convenient and satisfactory way of keeping indices of the current series of all orders and bulletins, is by means of cards, as shown in this cut:



The day received, all orders and bulletins are indexed on cards by the sergeant-major or someone else especially charged with the work.

252. Blank forms. A supply of the blank forms named below should be kept on hand in a suitable case, with labeled compartments. **Furnished by the Adjutant General's Department.**

In addition to those that a company should have, the following forms should be kept on hand:

No.

23. Return of General Prisoners.
27. Post Return (with model).
27a. Post Return (with model). Extra sheet to form No. 27.
60. Interrogatories and Depositions. (Kept on hand for convenience of judge-advocate.)
64. Monthly Report of Chaplain.
76. Subpoena for Civilian Witness. (Kept on hand for convenience of judge-advocate.)
77. Subpoena for Deposition, Civilian Witness. (Kept on hand for convenience of judge-advocate.)

252 (contd.)

132. Subpoena Duces Tecum, Civilian Witness. (Kept on hand for convenience of judge-advocate.)
144. Annual Report of Books.
230. Certificate of Proficiency, Officers' Garrison School.
272. Warrant of Attachment. (Kept on hand for convenience of judge-advocate.)
329. Report of Adjutant on Sergeant-Major (C. A. C.) (Kept on hand only at artillery posts.)
336. Consolidated Morning Report.
338. Guard Report.
338-1. Guard Report. (Extra sheets.)
377. Report of Physical Examination and Test, Field Officers. (Kept on hand for convenience of surgeon.)
378. Report of Physical Examination and Test, Captains and Lieutenants. (Kept on hand for convenience of surgeon.)
387. General Prisoners, Report of.
423. Preference Card. (Kept on hand for convenience of officers.)
429. Efficiency Report.
470. Record of Detached Service. (Kept on hand for convenience of officers.)
470-1. Record of Detached Service—Model. (Kept on hand for convenience of officers.)
519. Officers' Report of Detached Service. (Kept on hand for convenience of officers.)

War Department Forms.

No.

366. Pay roll (first sheet).
366a. Pay roll (follow sheet).
370. Final Statement (To be kept in personal custody of company commander, A. R. 150).

Q. M. C. Forms.

No.

8a. Advice of soldier's deposits.
38. Soldier's allotment.
39. Discontinuance of soldier's allotment.
41. Soldier's deposit book.
176. Requisition for corn brooms, scrubbing brushes, etc.
180. Abstract of clothing drawn (or issued) on individual clothing slip.
180a. Abstract of clothing drawn (or issued) on individual clothing slip (extra sheet for Alaska).
204. Requisition for issue of stationery.
208. Statement of charges.
223. Ration return.
227. Memorandum receipt.

406. Official telegram.

Q. M. C. Field Forms.

No.

3. Ration return (used only in time of war beyond advanced depots).

Furnished by the Inspector General's Department.

Form.

No.

1. Inventory and Inspection reports.

1a. Extra sheets for Form No. 1.

253. BOOKS AND RECORDS. The following books and records are required to be kept:

254. **Correspondence Book, or Record-card System.** A correspondence Book, with index, is kept at each post which is not required to keep the record card system prescribed in G. O. 92/09. (G. O. 109/06.)

255. **Document File.** A Document File is always kept in connection with the Correspondence Book, when such a book is kept. (G. O. 109/06.)

256. **Consolidated Morning Report.** (Form 336, A. G. O.) This report is consolidated daily from all the company and detachment morning reports. (Cir. 33/08; G. O. 194/09.)

257. **Daily Sick Report.** (From 339, A. G. O.) On the Daily Sick Report are entered the names of members of the Post Noncommissioned Staff requiring medical attention, and of such officers who do not belong to any organization and who are excused from duty because of sickness.

258. **Guard Roster.** When a single organization furnishes the guard, a roster of organizations will be kept by the sergeant-major under the supervision of the adjutant. (Par. 11, M. I. G. D.) When the guard is detailed from several organizations, rosters will be kept by the adjutant, of officers of the day, and officers of the guard by name; by the sergeant-major, under the supervision of the adjutant, of sergeant, corporals, musicians, and privates of the guard by number per organization. (Par. 12, M. I. G. D.) The model and instructions in the front of Form 342, and appendices "A" and "B," Manual of Interior Guard Duty, show how duty rosters are kept.

259. **Files of orders.** Files of all orders and bulletins received. Also, a file of all orders issued.

260. **Guard Report.** (Form 338, A. G. O.) This report is submitted to the post commander daily by the officer of the day. It gives the names of the members of the guard and prisoners, and a statement of any unusual occurrence with which the guard or any part is in any way concerned.

261. Post Exchange Council Book. In this book are entered the proceedings of the meetings of the post exchange council. (A. R. 211.) In practice the book is kept at the post exchange and is brought to post headquarters after each meeting of the council, for the post commander's action on the proceedings.

262. Memorandum receipts. Memorandum receipts showing all articles of quartermaster property obtained from the quartermaster for the use of the office.

263. Plat of land at post. There will be kept a copy of the plat of land at the post.

264. Desertion circulars. Desertion circulars are sent to the commanding officers at military posts with a view to the prompt identification of any deserter that may be delivered there and are not intended to be recorded or filed under the provisions of G. O. 92, W. D., 1909. The desertion circulars sent to a post will, however, be kept on file at post headquarters and will be arranged in alphabetical order, or indexed, so that the circular containing the description of any particular deserter can be found readily when wanted. (Cir. 3, 1910.)

265. School records. In some departments those in immediate charge of the various schools are required to keep, under the supervision of the post commander, such records as will enable inspectors to determine the nature and scope of the work. Ascertain if there are any special requirements in your department and, if so, see that they are complied with.

266. Returns and reports. Copies will be kept of all returns and reports. The Adjutant General's office furnishes a "Model" showing how the Post Return should be prepared.

267. Records of Post Noncommissioned Staff and others not belonging to organizations. The records of post noncommissioned staff officers and of other enlisted men not belonging to organizations serving at the post will be kept at post headquarters, and as provided for companies.

268. Summary and special court-martial records. Copies of charges tried by summary and special courts are filed at post headquarters. (Note 3 on Charge Sheet,—Form No. 594, A. G. O.)

269. Books of reference. The following-named books of reference should be kept in the office:

Army Register.
Army Regulations.
Army Transport Regulations.
Digest of Opinions, Judge Advocate General.
Drill Regulations.
Field Musicians' Manual (Canty).
Field Service Regulations.

Guide for Inspectors-General.
Instructions for the Care and Repair of Small Arms and Ordnance.
Equipment. (Ordnance Pamphlet No. 1965.)
Manual of Field Engineering.
Manual for Courts-martial.
Manual for Medical Department.
Manual of Interior Guard Duty.
Manual of Physical Training.
Military Laws of the United States.
Military Reservations, etc.—Title and Jurisdiction.
Officers' Manual. (Moss.)
Ordnance Property Regulations.
Price List of Ordnance and Ordnance Stores. (Ordnance Pamphlet No. 1897.)
Quartermasters' Manual.
Regulations for Field Firing and Proficiency Test.
Regulations for Field Maneuvers.
Regulations for Regular Army Reserve.
Rules of Land Warfare.
Signal Book, U. S. Army.
Small-Arms Firing Manual.
Soldiers' Handbook.
Supply and Allowance Tables. (Ordnance Pamphlet No. 1970.)
Tables of Organization.
Uniform Regulations.
Uniform Specifications.
Unit Equipment Accountability Manual.

CHAPTER VII

POST ADMINISTRATION

270. The proper performance of the duty of POST COMMANDER, like the proper performance of any other duty, requires work and attention to business.

The command of a post, like that of a company, divides itself into two kinds of duty: **Administration** and **Government.**

The **administration** consists in issuing orders, rendering reports and returns, submitting estimates and requisitions, the supervision of the care of Government property and the disbursement of public funds, etc.

The **government** includes looking after the instruction and discipline of the command, the harmony and contentment of the garrison, and exercising a general supervision over the means adopted by organization commanders for the comfort and welfare of their men.

The Commanding Officer. The senior line officer on duty at a post is called the commanding officer. He gives his orders and directions through his staff officers—mostly through the adjutant.

The Commanding Officer should have confidence in the members of his staff and he should make them feel he has confidence in them—a staff officer in whom he can not have confidence and whom he can not trust with details, should be relieved. If a staff officer feels his Commanding Officer has no confidence in him he soon becomes discouraged and disheartened and in time indifferent to his duty.

The Commanding Officer should surround himself with an efficient staff and then content himself with giving general instructions, leaving the details to the different members of his staff, whom he should direct in harmony with one another.

In the government of a command, the best results are obtained when the Commanding Officer confines himself to the exercise of a general supervision over organization commanders and other officers. If he attempt to interfere with the interior economy of organization or to do the duty of all his subordinates by direction of details, he will find the task exceedingly difficult and the results unsatisfactory. The main duty of the Commanding Officer should be to make the officers under him do their full duty, holding each and every one of them strictly responsible for the proper performance of all duties. However, should organization commanders, for instance, fail to look after their organizations properly, the post commander would be

justified in taking into his own hands the regulation of the interior economy of the organizations concerned. In fact, under such circumstances he should do so.

While, on the one hand, both officers and men should be held to a strict, invariable accountability of all rements, on the other hand, they should be given every possible privilege as long as they do what is required of them.

In official matters, the Commanding Officer should neither fear nor love—he should do his duty as he sees it, not as others may see it.

Although human, he should strive to rise above personal animosities and petulant matters—although strict, he should be fair and impartial. He should make his subordinates feel he shares with them their joys and sorrows. He should be considerate of the welfare, comfort and happiness of his command, doing everything he consistently can to promote harmony—such policy is not at all inconsistent with good discipline—on the contrary, it is conducive thereto. He should encourage football, baseball, dances and other forms of entertainments—especially should he encourage amusement for the soldiers during their idle hours. At some posts, as far as practicable, all drills, schools of instruction, parade, guard mounting, etc., are held in the forenoon, thus leaving the entire afternoon to the pleasure and recreation of the command.

At posts near towns and cities he should make special effort to cultivate the good will and friendship of the citizens—they are always willing to meet Army people half way. See "Relations with civilians and National Guardsmen," par. 99.

271. The staff. While it is true that **noblesse oblige**, that rank imposes obligation, that much is rightly expected of those occupying positions of authority, it is also true that, on the other hand, those in authority are rightly entitled to proper deference, consideration and respect on the part of others. Especially is this true of staff officers toward their commanding officers.

The staff officer who, under the guise of the **"gruff old** soldier," of so-called "manly independence," or under any **other guise**, fails to pay his chief and the members of his family the deference to which they are entitled by virtue of rank, age and position, and which usage and custom accord them, has but one consistent, manly course open to him, and that is to ask to be relieved. He should not continue to enjoy emoluments and advantages at the hands of a man to whom he can not be loyal in every way; if he does so, he demeans himself in his own eyes and in the eyes of his brother officers.

There is one thing above all others that a staff officer should never do: He should never make slighting remarks about his chief or members of his chief's family. The officer who does this is totally lacking in a sense of propriety and proclaims to the world that he is

deficient in the genteel qualities that constitute the **real** officer and gentleman.

272. Parades, reviews, and other ceremonies, usually accompanied with martial music, the presence of spectators, etc., are intended to stimulate the interest and excite the military spirit of the command. Officers and soldiers should therefore be sufficiently fond of military display, to show they take a pride in their profession.

273. Inspections. By Army Regulations the post commander is required to make an inspection of his command on the last day of every month. This inspection should be most rigid—he should visit and thoroughly inspect the Government quarters occupied by married soldiers, the hospital, bakery, post exchange, library, barracks, kitchens, guardhouse, sinks, quartermaster and commissary storehouses. At these inspections the Commanding Officer should not confine himself to fault-finding, but he should also praise what he thinks good. The natural impulse of some military men is to pick out only the flaws and never mention the good. Just praise incites ambition and emulation—continued admonition usually causes discouragement. At these monthly inspections of the command it is a good plan for the Commanding Officer to have the officers of every company join and accompany him after the inspection of their respective barracks and quarters.

Some commanding officers, accompanied by the surgeon, make a general inspection of premises every Sunday morning.

274. Post Noncommissioned Staff. It is customary to show the post noncommissioned staff considerable consideration regarding quarters and privileges. They are not required to attend roll calls, and are generally allowed to leave the post for less than twenty-four hours without passes, merely reporting their departure to the officers under whose immediate direction they are, and whose duty it is to see that such absences shall not interfere with any duty. They are also given the privilege of purchasing commissary stores on pass books and keeping civilian clothing in their quarters.

The post noncommissioned staff is commanded by the adjutant.

275. Rules and regulations for the government of a post.* In every post there is a multitude of things that must be regulated. Of course, different commanding officers usually regulate them differently, but this in no way affects the fundamental fact that these matters should be regulated. The ideas and methods of several commanding officers of experience and efficiency under whom the author has served are embodied in the following:

* When a printing press is available, it is a good plan to publish about once a year, for the guidance and convenient reference of all concerned, an epitome of the principal general orders in force at the post.

276. The Commanding Officer. The Commanding Officer will transact all business at his office from 9 o'clock a. m. to 12 o'clock m., except in case of emergency.

277. Adjutant's Office. As far as possible, all business of a routine nature connected with the adjutant's office, will be transacted at the office during the forenoon, before first sergeants' call.*

278. The Quartermaster. The quartermaster will report to the Commanding Officer daily, at 10 a. m.

He will submit in person all estimates and requisitions.

The Quartermaster Office will be opened during fatigue hours daily, Sundays excepted.

Organization commanders will submit their clothing requisitions on the 15th of every month.

Requisitions for clothing will not be submitted at any other time except in case of urgency, in which event the urgency will be stated.

All requests for repairs to buildings, plumbing fixtures, etc., must be made to the quartermaster at his office, either verbally or in writing. None of the employees of the Q. M. Corps are allowed to take orders for work of any kind, except from the Q. M. office.

Public property in use or inventoried in the public quarters at this post, will not be removed therefrom, except by the permission of the quartermaster.

The street lamps will be cleaned and filled by 10 o'clock a. m.

The street lamps will be lit at dark and kept lit until daylight the following morning.

In case the moon rises within an hour after dark, and the night is not cloudy, the lamps will not be lit.

In case the moon rises later than an hour after dark, the lamps will be lit at dark and extinguished at moon-rise. If the night be cloudy they will burn until the dawn of day.

The subsistence sales branch of the Quartermaster Corps will be opened for sales to officers and enlisted men from 8 a. m. to noon and from 1 to 3 p. m., daily, except Sundays.

On Saturdays it will close at noon.

From the 29th to the last of the month, it will be closed for the taking of stock.

279. Officers. Officers not in arrest or on sick report may leave the post for a period not exceeding twenty-four hours, without special permission from the Commanding Officer, provided no duty interferes and no company is left without an officer. Subalterns must first obtain permission from their company commanders.

* All orders and communications of a routine nature should be delivered in the forenoon. Officers should not have their afternoons continually interrupted by orderlies delivering orders and communications of a routine nature.

279 (contd.)

When there are two or more medical officers for duty, the post will not be left without a surgeon, except by special authority of the commanding officer.

Whenever officers' call is sounded all officers will, without delay, report at the adjutant's office.

All officers whose duty it is to attend company formations will be not more than twelve paces from their companies at the sounding of "assembly," and will observe that the men fall in properly and answer to their names in a soldier-like manner.

Officers who are members of a general court-martial or who are undergoing instruction in the Garrison School, must not apply for leave without calling attention to that fact.

In applying for leaves of absence, officers will state the number, kind, extent and dates of leave granted them during the preceding four years.

Whenever permission is requested to leave the post or to do anything else that will interfere with any duty, routine or otherwise, the fact should be stated to the commanding officer.

Whenever an organization or the guardhouse, post exchange, post bakery or any other place is formally inspected on the last of the month, or any other, the officer or officers responsible will be present.

The chaplain will not be required to turn out with troops for inspection, reviews, parades, musters, etc. He will, however, report to the mustering officer for muster.

The name of every officer excused from duty on account of sickness must be entered on the appropriate sick book, and be accounted for by the surgeon on the morning report. A sick book for attached officers, not on duty with troops, will be kept at the post hospital. Whenever an entry is made in this book, it will be sent to the adjutant's office with the morning report.

Except in cases of emergency, when it becomes necessary for an officer to be excused on account of sickness, he will obtain such authority through a personal interview with the surgeon or one of his assistants.

Officers will not be permitted to put themselves on sick report or to report themselves for duty after having been on the sick report, except by authority of the medical officer who attends them.

An officer ordering a soldier into confinement will furnish the officer of the day with written charges before the latter verifies the prisoners after guard mounting.

In case it be impracticable to thus submit written charges, the officer will make a written or verbal report to the adjutant by 9 o'clock a. m., the day the Officer of the Day concerned marches off guard.

During military ceremonies and drills, children will not be permitted on the parade or drill grounds. During military ceremonies and drills, dogs will not be permitted on the parade or drill grounds.

All Quartermaster and Post Exchange bills will be paid and the vouchers signed not later than the third day of the month.

Men employed to operate heating plants in officers' quarters will be thoroughly instructed in the care and management of the furnace and the officers will be held responsible for any damage resulting from negligence or mismanagement.

One of the officers living in the building set aside as bachelors' quarters, will be held responsible for the condition of the basement, the heating plant, the public hallways and stairways, the porches and the grounds and walks in the immediate vicinity. This responsibility will be taken in turn by all the officers occupying the building, in accordance with some equitable agreement between themselves. Should there be any difficulty about arranging for the assumption of responsibility, the senior officer will at once report the fact to the Adjutant and until such report is made by him he will be held responsible.

280. Organization commanders. As soon as the fact of desertion is known company commanders will complete the information slips relative to deserters and send the same to the adjutant.

Immediately after reveille, first sergeants will send to the commander of the guard, the names of absentees reported to the officer of the day at 11 o'clock p. m. inspection and reveille.

In compliance with the 110th Article of War, the Articles of War will be read to every organization on January 15th and July 15th of each year. The fact that they have been read will be noted on the morning report the following day. In case January 15th or July 15th should fall on Sunday, the Articles will be read the following day.

In all barracks, the guardhouse, the administration building, the corral, the bakery, the quartermaster storehouse, the commissary storehouse and the exchange building, fire buckets filled with water, will be kept in convenient places.

Organization commanders will be held responsible that the quarters occupied by married men of their commands are kept clean and that the premises are properly policed.

Organization commanders and all other officers in charge of buildings will give the necessary directions forbidding all persons from allowing faucets or hydrants in any part of their barracks, stables, latrines or wash rooms, to drip unnecessarily. During excessively cold weather, water will be turned off at night.

When soldiers are arrested by the civil authorities, their company commanders will make a thorough investigation of the case, whether the men are convicted or acquitted, and charges will be preferred for any military offense that may have been committed in connection with the affair.

At first sergeants' call, the first sergeants will proceed to the adjutant's office and get their morning report books, receive the details for guard and such other orders as the sergeant-major may have for them.

Recruits enlisted at this post or received in a company will be presented at the hospital for vaccination at 9 o'clock a. m. the day succeeding their enlistment or arrival at post. Every recruit thus vaccinated will be presented at the hospital for inspection one week later, unless he shall have been sent to some other station.

281. Summary Court. Cases will be tried by the summary court at 11:30 o'clock a. m. daily except Sundays when no case, unless of an urgent nature, will be tried. When other duty prescribed by order from superior authority interferes with the sessions of the summary court at the hour prescribed, the court will try such cases as may be before it at the earliest practicable time.

Upon completion of the trial of a soldier in confinement in the guardhouse, the trial officer will send the officer of the day, by the sentinel who takes the prison to the guardhouse, a memorandum of the sentence of confinement; or, in case of no confinement, a memorandum to that effect and directing the release of the prisoner by order of the commanding officer.*

In case of men in arrest tried by summary court, and there is no confinement, the summary court will release the prisoner from arrest by order of the commanding officer and direct him to report to his first sergeant for duty. In case the sentence should carry with it confinement, the summary court will order his confinement by order of the commanding officer, and notify the company commander and the officer of the day accordingly.

The summary court will give orders to the noncommissioned officer in charge relative to the disposition of the prisoners of his company who have been tried.

When an enlisted man is confined or arrested, the officer ordering the confinement or arrest will at once notify the man's company commander (A. R.) who, in the case of extra or special duty men, will notify the officer under whose direction the soldier may be working.

Should the man be confined or arrested by order of the commanding officer, the officer of the guard (or, if there be no commissioned officer on guard, then the officer of the day) will notify the company commander.

Men in arrest in quarters who are to be tried by the summary court will be reported to the trial officer by a noncommissioned of-

* Should this plan be followed, the adjutant should, of course, notify the summary court at once of any man who, for any reason, should not be released in case of acquittal.

ficer (preferably the first sergeant) wearing side arms, who will remain at the court room until the accused have been tried.

282. Police regulations. The police officer will report to the commanding officer daily at 9 o'clock a. m.

The police officer will make daily at least one tour of inspection of the post and see that all police regulations are enforced, reporting to the adjutant all violations thereof, as well as all defacement of Government property, broken window panes, etc.

The police sergeant will make a tour of inspection of the post every morning and every afternoon, noting all broken drains, fences, gates, etc., and have the prisoners make such repairs as they can. He will also keep the grass cut and the ground free from leaves, paper, stray rocks, brickbats, etc.

Peddlers are not to be allowed in the garrison except by authority of the commanding officer.

Dishonorably discharged soldiers will not be allowed on the reservation.

Cigars, cigarettes, old rags, paper, water, etc., will not be thrown from the barracks and other places occupied by soldiers.

Spitting on the floors and pavements is forbidden.

The company squad rooms, the sinks, the guardhouse, and all other places occupied by soldiers, will be provided with the necessary number of spittoons.

All organization commanders, the adjutant, the quartermaster, and the post exchange officer, will supply the quarters and buildings over which they have jurisdiction with fire buckets and fire axes.

The dump cart will start on its daily round at 6:30 o'clock a. m.

The administration building, post exchange, the hospital, the guardhouse, the barracks, the officers' quarters, and all other such places will be provided with barrels, boxes, or other suitable receptacles, kept in some appropriate, accessible place, in which will be placed all refuse.

These refuse receptacles will be kept covered at all times, and those used for swills will be kept on elevated platforms.

Special care and attention will be given to the cleanliness of the water-closets and bathrooms, and only toilet paper will be used in the former.

Organization commanders will be held responsible for the strict enforcement of these regulations on the premises occupied and used by their men.

All persons are directed not to throw pieces of paper on the walks or grounds or in places where they can be scattered by the wind, but to deposit such rubbish in covered boxes or barrels to be kept for that purpose, and emptied under the direction of the police sergeant.

The hitching of horses or cattle to trees or hydrants is forbidden.

Walking across the lawns is forbidden. This does not apply to children at play.

Horses and cattle must not be allowed to run loose in the limits of the garrison. This does not apply to their being taken back and forth from pasture, but they must be confined at night.

Lamp-posts and trees must not be used as signposts.

Persons wishing crates, boxes, etc., saved will store the same in their cellars or arrange with the quartermaster for their storage.

283. Uniform. At the payment of troops, officers and enlisted men will wear side arms.

The old guard will march off in the same uniform as the new guard.

Barrack shoes must not be worn when away from barracks, except in athletic exercises.

All officers and enlisted men of this command when outside of barracks, will have their coats or blouses buttoned throughout. Officers noticing soldiers with coats or blouses unbuttoned will report them to their respective company commanders, who will prefer the necessary charges.

Enlisted men must not appear on the porches of their barracks without coats or blouses, or otherwise improperly dressed. First sergeants and noncommissioned officers in charge of barracks will see to the execution of this order.

Soldiers must at all times appear neat, tidy, and in regulation uniform, and organization commanders will be held responsible for the appearance of their men.

GUARD DUTY

284. Officer of the Day. When an officer is detailed for duty as officer of the day or guard, permission to exchange his tour will not be given, except for cogent reasons, in which case permission will be obtained from the commanding officer before marching on, and the adjutant notified accordingly by the officer concerned.

Only in case of urgent necessity will an officer be allowed to leave the post after he has marched on guard.

The officer of the day will be excused from all other post duties, but when an organization commander happens to be on guard on the last day of the month, he will be present at the muster and inspection of his organization.

He will in person examine all noncommissioned officers and privates of the guard at the guardhouse or some other suitable place regarding their orders, and will note in his report all who are not conversant with the same. (In case there is an officer of the guard, this

will be done by him and he will report all who are not conversant with their orders.)

Soon after guard mounting he will inspect the guardhouse, including the cells, water-closets, bathroom, furnace room, etc., seeing that all are clean and in good order and that nothing not pertaining to the guard is present.

Fire, escape of prisoners, and other unusual occurrences will be noted in the guard report book.

The officer of the day will make an inspection of the post during his tour, reporting all breaches of the police regulations.

When there is no officer of the guard, the officer of the day will be responsible for the proper making out of the guard report book. He will be present when the guard and guardhouse are inspected on the last day of the month.

(NOTE—The instructions for the officer of the day should be typewritten or printed and kept in an envelope marked, "*Instructions for the Officer of the Day.* To be handed in each day to the commanding officer with the guard report book.")

Thorough familiarity with the contents of the Manual of Guard Duty is presupposed as a matter of course, and the commanding officer will expect from the officer of the day, a faithful, correct and vigilant performance of guard duty.

285. Visits of guard and sentinels. In the Manual of Interior Guard Duty occur the terms, "Visits of inspection," and "Inspect the guard and sentinels." However, nowhere is it explained what constitutes a "visit" or an "inspection of the guard and sentinels." The trial by court-martial in the past of certain officers charged with dereliction in the performance of guard duty has made evident the difference of opinion on this important point of inspection of sentinels and guards. For instance, would an officer be entitled to sign on the guard report a statement that he had "Visited Guard and Sentinels, 1:00-2:00 a. m.," when he had questioned part of the sentinels as to their orders, and merely observed others, and had gone to the guardhouse, but not turned out and inspected the remainder of the guard? Custom of the service must govern, since there are no written instructions or orders on the subject.

The custom would appear to be as follows: The words, "Visit" and "Inspect" have the same signification when applied to guard duty. The guard is visited or inspected at the guardhouse. A sentinel is inspected or visited only when walking post. The inspection or visit is made by going on his post, and questioning him as to conditions or as to orders or as to both. Merely walking in the vicinity of his post and observing the sentinel at a distance is not considered an "Inspection," or "Visit."

In the case of old and efficient sentinels it is often considered sufficient to approach, acknowledge the salute rendered and ask, "Have you anything to report?" or "Is everything all right on your

post?" If the answer to the first is "No, sir" or to the second "Yes, sir," it is sufficient.

But as a rule the sentinels are questioned:

1. As to General Orders,
2. As to Special Orders.

These may not be required in full, but sufficient is demanded to indicate that the man knows his duty. This inspection of a sentinel does not usually include an inspection of his arms. The sentinel should not be required to quit his piece.

The terms "Visiting the Guard" and "Inspecting the Guard" mean generally that the guardhouse has been visited, and the prisoners and members of the guard verified. It does not necessarily mean that the guard and prisoners have been turned out and inspected while in formation.

286. Persons entitled to inspect the guard. The Manual of Guard Duty does not state what persons are entitled to inspect the guard, but it may be said that the commander of the guard, the officer of the day, the commanding officer, and all those who have authority to give orders to the commanding officer, have authority to inspect the guard. In the Regular Army these are the President of the United States, the Secretary of War, the Assistant Secretary of War, the Chief of Staff, the Division Commander, and the Department Commander.

287. The Commander of the Guard. He will see that the cells, corridors, bathrooms, water-closets and all other parts of the guardhouse are kept clean and that nothing not pertaining to the guard is present.

He will inspect the prisoners and their belongings and see that they have nothing but the barest necessities.

He will inspect shackles on prisoners at retreat and reveille.

He will report to the officer of the day at reveille.

All soldiers on pass will report their departure and return to the commander of the guard, who will not permit dirty, untidy or improperly dressed men to leave. In case of any man returning late or in a dirty or drunken condition, the fact will be noted opposite his name, in the column of "Remarks."

Men who do not take advantage of their passes will so report to the commander of the guard.

The commander of the guard will have indorsed the hours of departure and return on the pass lists and will note in the column of "Remarks" all delinquencies.

All pass lists will be turned in to the adjutant's office daily, with the Guard Report Book.

288. General. At first sergeants' call, the sergeant of the guard will report at the adjutant's office with the first sergeants.

Members of the guard will not change the clothing in which they marched on guard, until after retreat.

The sentinels will begin challenging at midnight.

In going to and returning from work, etc., prisoners will be marched in quick time and not allowed to straggle along.

All bedding in the guardhouse will be aired every Friday morning.

In the morning, the cooks will be awakened by the musician of the guard.

Immediately before being posted, day and night, No. 1 and the noncommissioned officer in charge of the guard will verify the prisoners.

Sentinels guarding prisoners at work, will not suffer the prisoners to get any nearer than ten paces to them.

While the prisoners are at their meals, one sentinel will be posted over the gun rack and one at the main entrance to the guard house.

All rifles not in use will be kept in the gun rack.

Every day at noon, the clock in the guardhouse will be set by the clock in the adjutant's office.

All water-closets will be kept supplied with toilet paper and no other kind of paper will be used therein.

The guard will be paraded at parade.

While the battalion is at "Parade rest," the guard will also be at "Parade rest." The rest of the time, except when the band is playing the "Star Spangled Banner," the guard will remain "At ease."

Money will not be tendered the post baker for bread, nor will the baker be permitted to receive it.

Riding, automobiling, or driving at a fast gait on the roads within the limits of the post is forbidden. Bicycle riding is prohibited on all sidewalks.

Leaking faucets and defective plumbing will be promptly reported to the Quartermaster.

No firecrackers or other fireworks of any description will be fired or exploded in the post.

289. Special orders for sentinels. The special orders for all sentinels will be typewritten or printed and posted in the guardhouse in some convenient, accessible place.

290. Prisoners.* The prisoners will be worked under the direction of the police officer.

Prisoners serving summary court sentences will attend all drills, with their respective companies, and members of the band all rehearsals and ceremonies with the band.

* See Chapter XI (par. 311). "The Post Prison Officer." At some posts the prisoners are worked under the direction of a prison officer and at others, under the direction of the officer of the day.

290 (contd.)

Such prisoners who are at work will be returned to the guardhouse twenty minutes before the first call to dress for the formation.

After the assembly they will be marched to their company parades under guard and turned over to the first sergeants, who will return them to the guardhouse under guard immediately after drill.

Such prisoners on parole will report at the guardhouse twenty minutes before the first call to dress for the formation. After the assembly, they will report to the first sergeants of their companies, reporting their return at the guardhouse immediately after drill.

All prisoners will be returned to the guardhouse fifteen minutes before meals. Meals will be sent to the guardhouse promptly at mess calls.

The prisoners will eat at the table furnished for that purpose and will not be allowed to carry any food into the cells.

At no time will singing, loud talking or other noise be permitted amongst the prisoners, nor will they be allowed any books, smoking materials, playing cards or other means of diversion.*

Just before the prisoners are locked up for the night, they will be given an opportunity to go to the water-closet, after which a pail will be placed in every cell to be used in case of emergency during the night. After the prisoners have been locked up for the night, no one will be allowed to leave the cells.

Prisoners will be limited to the barest necessities and will be allowed to have only the following articles of clothing:

One pair shoes.
One campaign hat.
One blue coat.
One fatigue coat.
One pair blue trousers.
One pair fatigue trousers.
One complete suit of underwear, besides the one worn.
One towel.
Two pocket handkerchiefs.
One blanket.
Additional articles in winter and rainy weather:
One poncho.
One pair overshoes.
One overcoat.
One pair fur gloves.
One fur cap.
One blanket.

* It is also a good plan to feed prisoners on the straight ration. In short, everything should be done to make the guardhouse as disagreeable as possible—a place to be dreaded by offenders.

Prisoners will be required to bathe as soon as possible after confinement and thereafter at least once a week.

A bath register will be kept by the commander of the guard.

SOLDIERS

291. Behavior, etc. Noncommissioned officers, clothed in the proper uniform of their grade, are on duty at all times and places for the suppression of disorderly conduct on the part of soldiers. If belonging to the same company as the noncommissioned officer, men guilty of disorderly conduct will be sent to their quarters in arrest until the facts can be reported to the company commander. If belonging to some other company, the noncommissioned officer ordering the arrest will report the case to the adjutant without delay.

Soldiers returning from the city at night will not create any disturbance by loud and boisterous talking, singing and laughing after entering the post limits. It is made the duty of all officers and noncommissioned officers, whether on guard or not, to take notice of any violation of this order, arrest all offenders and make proper report to post headquarters.

(Drunken, boisterous conduct on street cars, carelessness in dress, negligence about saluting and other similar delinquencies that are sometimes found amongst troops stationed near cities, can, of course, always and should always, be stopped by the post commander. Aside from the bad effect such conduct has on the discipline of a command and the annoyance it causes the lady members of the garrison, it also prejudices the civilians against the Army, and failure to stop at once and forever such a condition of affairs, merely bespeaks weakness on the part of the commanding officer.)

Men sick in quarters or otherwise excused from ceremonies (except guard mounting) will not loiter outside of their barracks during the same.

Enlisted men are forbidden to have revolvers in their possession and to carry revolvers, razors and other such weapons.

Enlisted men will not bring intoxicating liquors on the reservation.

Enlisted men going on furlough will leave their post-office address with the first sergeant before taking their departure. While on furlough they will not be allowed to remain on the reservation.

292. Special duty men. As far as practicable, the working hours for men on special duty will be the same as the fatigue hours. However, in case of necessity, men may be worked without regard to fatigue hours.

All special duty men will attend parades and weekly and monthly inspections, and at least two drills each week, unless especially excused by the commanding officer.*

The drills and the days on which they will attend will be determined by the company commanders.

* In the Coast Artillery only such extra and special duty men as are designated in War Department orders can be excused from artillery drill.

Men on extra or special duty will not be allowed to sleep out of quarters except in urgent cases and then only by permission of the commanding officer.

At target practice men on special and extra duty will be permitted to shoot first, so as to enable them to leave the range as early as possible.

Target practice for the men attached to the band must not interfere with their attendance at guard mounting and at the band rehearsals that are held daily from 9:30 a. m. to 12 m.

293. Passes. No soldier will be allowed to leave the post, except on pass.

The number of men to be given passes will be left to the discretion of company commanders.

All soldiers on pass will report their departure and return to the commander of the guard, who will not permit dirty, untidy or improperly dressed men to leave. In case of any man returning late or in a dirty or drunken condition, the fact will be noted opposite his name, in the column of "Remarks," and the man shall not again be granted a pass for one week.

Soldiers on pass will report their return as soon as they return to the post—they will not remain in the garrison while on pass.

The band leader, the members of the post, regimental and battalion noncommissioned staff may leave the post by verbal permission of their immediate commanding officers.

Men who do not take advantage of their passes will so report to the commander of the guard.

Men on sick report will not be granted passes, except in case of urgent necessity.

The sergeant of the guard will indorse the hours of departure and return on the pass lists and will note in the column of remarks all delinquencies.

(NOTE—It is customary to grant passes for such men and such periods as company commanders think proper. Some commanding officers leave the number of men to the discretion of the company commanders, while others limit the granting of passes to a certain per cent of the company, allowing a greater percentage just after pay days and on holidays than on other days. The pass system should be just as liberal as possible.)

In some few cases, commanding officers leave the matter of passes entirely in the hands of company commanders. Each man reports to the noncommissioned officer in charge of quarters for inspection before leaving. He reports his return also to the same noncommissioned officer, who notes the time on the pass; or he may not be required to report his return to anyone, all passes being made to expire just before reveille, retreat or some other regular company roll call, which will show whether any one has overstayed his pass.

294. Old guard pass. It is sometimes customary to give soldiers a twenty-four hours' pass after the completion of a tour of guard duty.

295. Correspondence. Communications referred to officers for explanation, remark, investigation, etc., will be returned to the adjutant's office within twenty-four hours after their receipt. In case this be impracticable, a verbal report of the circumstances of the case will be made before the expiration of the twenty-four hours.

Whenever called upon for information by the adjutant's office, the same will be furnished within the next twenty-four hours, unless otherwise stated.

The use of thin, manifolding paper as outer folds of official communications, is prohibited. Heavier paper through which writing is not visible will be used.

Official communications for the commanding officer will be delivered to the sergeant-major or placed on the adjutant's desk in the basket marked "In."

When a man on special duty asks for a furlough, the request will be referred to the officer under whom he is employed before the application is sent to the commanding officer.

296. Post library. The post library will be opened on week days from 9 a. m. to 11 a. m.; 1 p. m. to 4:30 p. m.; after supper to 9:30 p. m.; on Sundays and holidays from 10 to 11 a. m.

Officers, enlisted men and civilian employees and members of their families will be allowed to take books from the library for a period of not more than ten days, at the end of which the books must be returned. A failure to so return a book will cause suspension of the rule as relates to the offender.

Anyone desiring a book not on the shelves at the time, may register for and obtain it in his turn.

Free access to the shelves is not permitted, but all books must be removed from the shelves only by the librarian.

The librarian will enter in a book kept for the purpose, the number of every book taken out, the date of its removal, and the name of the person taking it.

The person taking a book from the library must return it and not lend or transfer it to another.

Damage to a book, or loss of it, will be charged against the person responsible for it.

Newspapers and periodicals will not be taken from the reading room.

Smoking in the reading room is prohibited.

Dogs are not allowed in the library.

Soldiers visiting the library will conduct themselves in an orderly and soldierly manner, and will not indulge in loud, boisterous or obscene language.

297. The Post School. A book showing the daily attendance will be kept.

297 (contd.)

The teacher who is required to care for the schoolbooks and property, will keep a book in which will be entered a list of such books and property.

The schoolroom, benches, desks, etc., will be kept clean by the janitor.

Special care will be taken regarding the proper ventilation of the schoolroom. Windows will be lowered from the top and not raised from the bottom.

Men whose names have been placed upon the rolls will be required to attend all sessions unless prevented by sickness or duty.

Absentees will be reported to the officer in charge of schools who will in turn report them to the adjutant.

During their attendance at school, the soldiers will be neatly dressed and will behave themselves in a quiet and orderly manner, paying strict attention to their studies.

Misbehavior, inattention and other violations of these regulations will be reported to the officer in charge of the school, who, if necessary, will report the matter to the adjutant.

Schoolbooks will not be removed from the schoolroom without the permission of the teacher in charge, nor will they be soiled, marked or mutilated. The name of the soldier using a book may be written in small, plain letters near the top of the first blank page.

As far as practicable, company commanders will excuse men attending school from fatigue, kitchen, police and other duties during school hours.

At school call, the men will fall in promptly on their respective company parades and be marched to the schoolroom by a noncommissioned officer, who will report them to the teacher, accounting for all absentees.

At the beginning of the school term, the officer in charge of schools will ascertain the names of all enlisted men's children of school age (usually from 6 to 21 years).

Parents desiring their children excused from attendance will make application to the commanding officer.

CHAPTER VIII

THE POST QUARTERMASTER

298. The proper performance of the duty of Quartermaster, like the proper performance of any other duty, requires work and attention to business.

Study carefully and master completely the Quartermaster's Manual and everything in the Army Regulations pertaining to the Quartermaster Corps. Study also Cir. 1, O. C. Q. M. C., 1912, and Cir. 28 (same office), 1913.

Make it a fundamental principle and an invariable rule, never to issue or loan property of any description without obtaining a receipt for same and never disburse money except for material purchased or services rendered to the government in accordance with lawful authority, which must always be in writing, as a copy must be filed with vouchers, unless the authority emanates from the Quartermaster General's Office.

Payments made on the last of the month for supplies purchased during the month, are considered "cash sales."

All property in use in the Quartermaster Corps should be plainly marked, "Q. M. C.," and all tables, chairs and other articles of wood furniture out on memorandum receipt should be branded "Q. M. C."

A quartermaster should familiarize himself with his property, know exactly where it is, and keep everything in his storehouse systematically.

He should keep his property in good condition, and by making timely requisitions have material and spare parts on hand for making necessary repairs. He should study the needs of the post or command with which he is serving, so that his requisitions will call for just such articles as he needs, and will omit the thousand and one articles that are not needed.

A quartermaster should keep his mules, harness, wagons, and other field supplies in the very best condition, with the necessary spare parts and repairs for same always on hand.

He should make a daily inspection of the animals, harness, wagons, stables, forage, storehouses, and shops, and a monthly inspection of the wagon train ready to go into the field. Special attention should be paid to the shoes of the animals and the quartermaster should be able to give directions in common sickness or ordi-

nary injury. He should also make frequent rounds of the post, examining the fences, bridges, roads, ditches, etc.

The wagon train should be drilled in parking, not only in one or more lines, but in a circle, square, to the front, rear, or either flank, so that in case of attack, the train may be quickly placed in a sheltered position, if any is available.

In order to be able to judge of the value of services rendered the Government by civilian employees and others, quartermasters should endeavor to become familiar with the amount and quality of work done by good mechanics in the various trades, which can be done by personal observation in shops, by inquiry of contractors, the study of books on building and engineering, etc. (Hodgson's "Builders' Guide" gives good information as to carpenters, masons, etc.)

By carefully inspecting all supplies that come under his observation, watching animals feeding, noting their condition, etc., by closely studying specifications, consulting contractors, mechanics, and dealers, a quartermaster can soon get a general idea of good and bad material, becoming sufficiently familiar with the standard qualities of fuel, forage, straw, lumber, hardware, paints, etc., to act intelligently in the inspection of supplies purchased or otherwise received.

Advantage should be taken of every opportunity to observe and study the construction of temporary buildings of all classes. Lumber, mining and railroad construction camps, and other temporary habitations furnish useful lessons in the construction of animal sheds, mess and bunk houses. Quartermasters should be familiar with the various routes of travel, so as to be able to issue transportation requests and bills of lading correctly. Study the trunk lines of the United States, the railroad guide and distance table, local time tables, and also make inquiries amongst the local railroad officials. Special attention should be given to the matter of land-grant roads.

Finally, whatever duty a quartermaster has to do, he should perform to the best of his ability, without fear or favor, having always in view the best interests of the service.

299. Blank Forms. Cir. 12, Q. M. G. O., 1916, gives a complete list of War Department and Quartermaster Corps forms used by a quartermaster, with complete instructions as to their use and preparation. The forms are requisitioned for to the Quartermaster General direct, on or about May 15 and November 15 of each year, on Form 160, Q. M. C. (See page 106, Cir. 12, Q. M. G. O., 1916.)

A supply of the following blank forms should also be kept on hand:

Report of Survey (Form No. 196, A. G. O.).
Descriptive List of Public Animals (Form 277 A. G. O.).
Inventory and Inspection Report (1 and 1a, I. G. D.).
Inventory and Inspection Report of Public Animals (2 and 2a, I. G. D.).

Statement of Money Accountability (Form 3, I. G. D.).
List of Outstanding Checks (Form 3a, I. G. D.).

300. Blank forms to be carried by an acting quartermaster in the field. The blank forms that an acting quartermaster should carry into the field will depend, amongst other things, on the duration and nature of the service.

In the case of an ordinary practice march, where provisions are carried with the command or are shipped from the post, and when arrangement has been made with the post quartermaster for the payment of vouchers covering supplies purchased and services procured on the march, the following blank forms will usually suffice:

Q. M. C.
Form.
No.
101. Lease. (To be used when necessary to rent a camp site more than 24 hours.)
153. Original bill of lading.
154. Memorandum copy of bill of lading.
156. Shipping order.
169. Letter of transmittal of memorandum bill of lading and copies of transportation requests issued during day. (To the Depot Quartermaster, Washington, D. C.)
406. Official Telegram.
Transportation requests. (Form not numbered.)
W. D.
Form.
No.
330. Public voucher. Purchases and services.

If the acting field quartermaster himself is to disburse funds for supplies purchased and services procured on the march, and he will not return to the post in time to prepare and render his account current on or before the 10th of the following month, then in addition to the blank forms enumerated above, he should carry:

Q. M. C.
Form.
No.
151. Report of bills of lading and transportation requests issued.
W. D.
Form.
No.
320. Account Current.
329. Abstract of disbursements.
Check Book. (Treasury Department Form.)

Experience has shown that in the case of the ordinary practice march, it is always better to have the post quartermaster requisition

in advance for the purchase of supplies and procurement of services that will probably be needed on the march, all vouchers, after accomplishment, being sent to the post quartermaster for payment.

301. Books, orders, circulars, and other publications of record and of reference. The following books, orders, circulars, etc., should be kept in the office, some as records and others for purposes of reference:

Account of Electric Current and Incandescent Lamps. (Q. M. C. 451.)
Account of Property on Memorandum Receipt. (Q. M. C. Form 229, in binder.) See Cir. 38, O. C. Q. M. C., 1913, for full instructions.
Apportionment of Allotment Account, in binder. (Q. M. C. Form 74.) See Cir. 26, O. C. Q. M. C., 1913, for full instructions.
Army Pay Table. (Q. M. C. Form 404.)
Army Regulations. (Keep posted to date.)
Cash book. (Q. M. C. Form 80 and 80a or 80b.) See Cir. 26, Q. M. G. O., 1915.
Burial Register (where there is a cemetery). (Q. M. C. Form 458.)
Cash Sales Book. (Q. M. C. Form 69.)
Cash Sales Slips. (Book, Q. M. C. Form 67.)
Charge Sales Slips. (Book, Q. M. C. Form 66.)
Contract Account. (Q. M. C. Form 453 and 455.) See Cir. 3, O. C. Q. M. C., 1914.
Catalogue File (with index). Catalogues can be obtained from manufacturers and large dealers free of charge.
Circulars, Quartermaster General's Office.
Correspondence Book and Document File, if strength of post is two companies or less; if strength of garrison is more than two companies, use correspondence file prescribed in G. O. 92, W. D., 1909.
Daily Report of Cash Sales. (Q. M. C. Form 463.) See Cir. 26, Q. M. G. O., 1915.
Delivery Order Receipt. (Book, Q. M. C. Form 450.) Instructions on form.
Descriptive List of Public Animals, file of (Form 227 A. G. O.) See instructions on form.
Files of Bills of Lading Issued. (Q. M. C. Form 153, 154, 155 and 156.) See instructions on the form and Cir. 24, Q. M. G. O., 1915.
Fuel Consumption Report. (Q. M. C. Form 432.) See instructions on form.
General Orders and Bulletins, War Department.
General Orders and Bulletins, Department.
General Orders, Memorandums, etc., of Post.
Historical Record of Public Buildings. (Q. M. C. Form 173a, in binder.)
Interest Tables. (Q. M. C. Form 403.)

Issue Slip. (Book, Q. M. C. Form 224.) See Subsistence Manual, par. 285.

Inventory Book of Subsistence Stores. (Q. M. C. Form 233.) See instructions in book.

Manual for the Pay Department.
Manual for the Subsistence Department.
Manual of the Quartermaster Department.
} Until new manual for Quartermaster Corps is issued. It is understood this is in course of preparation.

Official Railway Guide. (Published monthly.) Latest edition.

Official Table of Distances. (War Department Publication.)

Order for Repairs. (Book, Q. M. C. Form 467.)

Price List, subsistence stores. (Q. M. C. Form 64.)

Property Account. (Q. M. C. Form 200, in binder.) See Cir. 38, O. C. Q. M. C., 1913, for full instructions as to keeping, posting, etc., also for list of debit and credit vouchers to same.

Record of Service of Civilian Employes. (Q. M. C. Form 174.)

Regulations for the Uniform for the United States Army (with changes).

Reports, periodical, file of (monthly, quarterly, semi-annual, and annual reports).

Return of Subsistence Stores. (Q. M. C. Form 219.) See instructions on form and Subsistence Manual.

Requisitions and Estimates, numbered serially and filed accordingly, with index.

Record of Expenditures on Public Buildings. (Book, Q. M. C. Form 457.) See Army Regulations, par. 1019.

Register of Private Mounts. (No form.) See G. O. 15, par. 3, W. D., 1916.

Records pertaining to Detachment Q. M. Corps. (Same as a company, see par. 207.)

Ration and Savings Account. (W. D. Form 373.) See A. R. 1220 and 1221.

Sales Ledger. (Q. M. C. Form 60.)

Specifications for Plumbing Fixtures, etc. (Obtain from Q. M. G. O.)

Specifications for Army Ranges. (Obtain from Q. M. G. O.)

Specifications for the Uniform of the United States Army. (Q. M. G. O.)

Such other standard specifications as can be obtained from time to time.

Transportation Requests. (Book, no number.) See page 99, Cir. 12, Q. M. G. O., 1916, and instructions on form.

Typewriter Descriptive List, file of (Q. M. C. Form 409).

Such reference books on construction and repair of buildings and roads, water and sewerage system, lighting, etc., as can be ob-

tained from the office of the Quartermaster General and other sources.

302. Quartermaster paperwork. The paperwork of the Quartermaster Corps is so extensive and complex that no effort has been made to cover it in this Manual. However, the subject is well covered in "ARMY PAPERWORK," by the author, which can be obtained from the publishers, Geo. Banta Publishing Co., Menasha, Wis., or any of the distributers named at the beginning of this Manual. Price $2, postpaid.

303. Motto for Supply Troops. The following excellent "Motto for Supply Troops," by Capt. E. E. Booth, Supply Officer, 1st U. S. Cavalry, is commended to the consideration of all quartermasters and those under them:—

First—Remember that the Supply Department is created and maintained for the purpose of supplying and serving the Regiment. Keep this constantly in mind and conduct yourselves accordingly.

Second—Our aim should be to grant every legitimate request for supplies, services, or materials made by officers and men of the Regiment. Don't haggle over the technicalities or compliance with forms. Remember that the troops have to devote their time, thoughts and energies to training for field service. If the officers and men of the line do all the legitimate work expected of them, they have not the time to inform themselves sufficiently in the multitude of details, forms, etc., to enable them to prepare correctly all the papers connected with the question of obtaining and accounting for supplies. Papers going to higher authority must comply with all requirements. But this is not necessary when they stop in the Supply Office. All that this office requires is to be told what is wanted.

Third—Study all the time for methods to supply the troops with everything they require without any effort or thought on their part or without calling on them for assistance.

Fourth—Heads of all departments are authorized to grant requests. The Supply Officer only can decline them. When impossible for the head of a department to grant a request, refer the officer or man making it to the Supply Officer. Remember that the granting of a request will be more satisfactory to the applicant than a reason or an excuse for not granting it, however good the latter may be.

Fifth—The Supply Department will have fulfilled its function only when it supplies promptly everything needed by the troops, without any thought or labor on their part.

CHAPTER IX

THE POST RECRUITING OFFICER

304. The proper performance of the duty of RECRUITING OFFICER, like the proper performance of any other duty, requires work and attention to business.

305. Rules for examination of recruits. The rules for examination of recruits are published in G. O. 66, 1910.

306. Blank forms. The following A. G. O. forms should be kept on hand:

No.

18. Trimonthly Report of Enlistments.
22. Enlistment Paper.
25. Descriptive and Assignment Card.
78. Letter of Inquiry, Recruiting Officer. (Supplied directly by A. G. O.)
135. Report of Physical Examination.
141. Application for Enlistment. (Supplied directly by A. G. O.)
260. Identification Record Card.
261. Photograph and Negative Jacket.
262. Trimonthly Report of Applicants for Enlistment. (Supplied directly by A. G. O.)
265. Monthly Report of Medical Examination of Applicants for Enlistment.
380. Designation of Beneficiary of Officer or Enlisted Man.

307. Reports to be rendered.

Monthly

NATURE	FORM	AUTHORITY	REMARKS
Report of medical examination of applicants for enlistment	265 A. G. O.	Note on form	To The Adjutant General of the Army not later than 6th of the month. If no applicant is examined during month, that fact is stated by letter.

307 (contd.)

Tenth, Twentieth, and Last of Month

Trimonthly report of enlistments	18 A. G. O.	A. R. 857 and note on form	To the Adjutant General of the Army, with enlistment papers of men enlisted during period.
Trimonthly report of applicants for enlistment	262 A. G. O.	Note on form	To the Adjutant General of the Army.

When the Occasion Arises

Reënlistment of discharged soldiers	Letter or postcard	A. R. 860	To the soldier's last company commander.
Report of physical examination	135 A. G. O.	Note on form	To The Adjutant General of the Army the day the man is enlisted. In case of first enlistment, the report is accompanied by the Identification Record and photograph.

(NOTE—The day a man is enlisted his D and A Card is sent to post headquarters.)

CHAPTER X

THE POST EXCHANGE OFFICER*

308. The proper performance of the duty of POST EXCHANGE OFFICER, like the proper performance of any other duty, requires work and attention to business.

Special attention should be paid to the details of stock, accounts, sales, and collections.

The success of an exchange depends on the business instinct of, and the care and intelligence exercised by, the officer in charge, and also upon the absolute honesty of all employees. If dividends are to be declared, the exchange as constituted today must be run as a business proposition, pure and simple, on strictly commercial lines. As the officer in charge can not be present at all times, he must be certain that his representative, the exchange steward, is honest, trustworthy, industrious and devoted to making the exchange a success.

The following suggestions are based upon experience in conducting an exchange, both at a frontier post and at one near a city:

A bookkeeper is indispensable if the exchange is a large one with several departments, but the exchange officer should understand thoroughly the system of bookkeeping used.

Exercise great care and pains in the selection and purchase of stock, both as to quality and quantity. Endeavor to find out what will sell before making large purchases. What will sell well at one post will prove to be deadstock at another. It is a safe rule to handle staples and then only the best.

Be careful about not overbuying—seductive offers of slightly reduced prices on "deals" are apt to catch the unwary. However, good deals on nonperishable staple articles are good investments.

Get rid of shelf worn and old stock—"shelf stickers"—at a sacrifice, if necessary. The money received is of more value than the old stock. Mark them down and run them off as "Special." Sell them at below cost, if necessary, as even 75 per cent of the cost price turned over profitably will pay for the balance lost.

Do not assume because the exchange is an established thing that everybody knows all about the line of goods handled. Occasional circulars and price lists properly distributed will increase patronage surprisingly.

* In starting a new exchange it is a good plan for organizations to "buy in" in shares equal to their maximum authorized strength, each share to cost one or more dollars, and the dividends to be declared so much per share.

308 (contd.)

Require all credit sales to be made on a written order, same to be returned with the bill at the end of the month. This will prevent many unpleasant disputes. Send a bill with every credit sale on delivery. On the market there are duplicating or triplicating devices that permit this without any trouble. The retained bill can be used to enter the charge on the proper books.

Require parties making special orders for things not in stock, to bear expense of return, if found unsatisfactory, as the exchange makes nothing on those orders as a general thing.

Be obliging. If you do not keep an article in stock, let it be known that you operate a mail order department and that you will be glad to handle orders of any kind. The profits on this class of goods may be small but the residents of the post will learn to rely on the exchange.

Get catalogues from well-known concerns of their goods and allow them to be used by customers. Remember that the majority of persons that look through a catalogue see something that they need. You thereby increase your sales.

Arrange the stock neatly. A well-appearing exchange will induce buyers. Sell articles at a less price than in the neighboring stores and market places for you thereby increase your sales in number and value and the stock is turned over quickly.

Keep a private account of all cash received and paid out. A memorandum book, which should be kept with the cash, will do. Balance this book and count your cash daily, if possible. If not, it should be done at least twice a week. Compare the amount shown with the amount called for by the regular cash book. This will save you paying out money to make up losses either due to your or the bookkeeper's failure to record the transaction. Besides it is a good check.

The amount of cash kept in the exchange should be reduced to a minimum. If possible, there should be two safes—one for the steward's exclusive use for till change, jewelry, papers, etc.,—the other for the exclusive use of the exchange officer, who, alone, should know the combination. The combination of the steward's safe should be in the possession of no one but the steward.

If necessary, write to several exchange officers for sets of blank forms which they may be using and from these select those which suit your conditions best.

An inventory of stock in the amusement room and restaurant should be taken each night by the steward, as the amount of stock handled is usually small.

Take a careful inventory of all departments on the last of the month and compare same with amount shown on stock book.

Accept deposits of money. Its use will more than offset the trouble of handling it.

Discount all bills that allow same. It is a source of profit and amounts to a good deal in the course of a year.

Sales sheets show every article sold either for cash, credit checks or credit account. They are made out by the steward, submitted daily to the officer in charge and then after entry in stock book are filed as part of records. Invoices are left on desk file until arrival of shipment; goods are then checked, bill entered in journal and stock book and the invoice then pasted in invoice book, having noted date of payment on it.

Carbon copies should be kept of all letters sent and the answers thereto should be filed therewith. These copies should be filed alphabetically according to the names of the persons or firm addressed.

Letters received can be conveniently pasted in a book similar to invoice book, and all receipts should be so kept.

Bank check book should be similar in form to the U. S. Treasury check books with stub showing number, date, for what amount and to whom drawn. Keep an account in some good New York bank as these checks are not ordinarily subject to exchange.

Use the canceled bank checks after they are returned from the bank as vouchers to the cash account, numbering them with the voucher number when issued. If any question arises reference to the account and invoices will show the expenditures. This saves time and the constant worry over receipts. Many business houses do not furnish receipts when payment is made by check and are apt to ignore a request for a receipt.

After inventory is entered in stock book, compare it with the amount shown as on hand. The difference should be more than covered by the excess cash on daily sales sheet. If not, something is wrong. Either a mistake has been made in the entries in stock book or the man in charge of store is not turning in all money received. The stock book is one of the most difficult ones to keep. Insist that it be kept correctly. Require the bookkeeper to take a trial balance on the 10th and 20th of the month in addition to closing books at end of month. Constantly keep posted by examining the books yourself.

In some exchanges a balance statement book is kept in addition to the post exchange council book. The latter will answer for both.

The monthly statement should show the result of the month's work, giving the assets, liabilities, loss or gain, worth of exchange and amount, if any, to be returned to the organizations as dividends. The bills receivable are usually collected by the exchange officer at the pay table. Arrange them in the order that the men appear on the pay roll, and be sure to have sufficient funds for change. If business is good, about $100 per company will be necessary. Have an assistant call the amount of the orders which should be marked on the upper

check with colored pencil so as to be easily seen. Unredeemed checks should be deducted from the dividend. Mistakes are easily made at pay table and hard to correct afterwards. Arrange such checks on the various departments as to convince yourself that all proceeds are turned in; see that the stock book is accurately kept and exercise the greatest care in handling the funds of the exchange.

The exchange officer should, of course, be thoroughly familiar with the Post Exchange Regulations, and everything in the Army Regulations pertaining to exchange matters.

309. Books to be kept. The Post Exchange Regulations (1916) prescribe and explain the books to be kept in all post exchanges.

310. Reports. At present there are no reports or returns of any kind required to be submitted by the post exchange officer.

CHAPTER XI

THE POST PRISON OFFICER

311. The proper performance of the duty of PRISON OFFICER, like the proper performance of any other duty, requires work and attention to business.

It is sometimes customary to make paroled prisoners sign a statement of this tenor:

FORT LEAVENWORTH, KANS.,
May 12, 1909.

In consideration of this parole I will go only to such places as may be necessary in order to do the work assigned to me. I will report back to the guardhouse at recall from fatigue, both in the morning and evening, or when my work is completed, if before recall. I further pledge my word that I will not attempt to escape from confinement.

NAME.....

WITNESS.....

The prison officer should always be witness to the signing of the parole. The signing of a pledge simplifies and facilitates conviction in case the parole is broken.

In placing a prisoner on parole the prison officer should explain the nature of a parole and caution the prisoner as to what will constitute breaking it.

When the guardhouse is inspected on the last of the month, the prison officer should be present. He should also be present at all other formal inspections.

In forwarding applications from prisoners for clemency, favors, etc., the prison officer should verify all statements made in such applications.

He should see that no loose pieces of iron, etc., are left in any of the cells.

He should examine daily, by actual test, all window bars and should see that no articles not properly belonging to the guardhouse are allowed to remain in or about the premises.

Paroled prisoners should be given, whenever practicable, the most agreeable work, and they should also be allowed as many privileges as possible, thus making the parole a thing to be sought by all prisoners.

The guardhouse should be made just as unattractive, disagreeable and unpopular as possible, especially for old offenders.

Whenever practicable general prisoners, garrison prisoners, prisoners awaiting result of trial, prisoners awaiting trial, casual prisoners, and paroled prisoners should be separated in the guardhouse.

However, because of the construction of our guardhouses, this is seldom possible, but it is usually possible to place paroled prisoners in one room, and then separate the prisoners of bad character and deserters from the remaining prisoners.

The prison officer should request the commanding officer to issue such orders as will prevent the officer of the day, the officer of the guard, and others, from interfering in any way with the manner in which the prison officer controls the prisoners.

All applications to speak to the commanding officer, to go to the company quarters, etc., should be made to the prison officer.

It is sometimes a good plan, in order to prevent prisoners from having their names placed on the sick report just to get out of work, for the Surgeon to take the sick call at the guardhouse every day just before the fatigue hour.

At large posts especially, experience has shown that in some cases it is much more satisfactory to have the prisoners guarded by a provost guard, under the directions of the prison officer. The provost guard should be detailed for at least one week at a time and each member thereof should be left on the same piece of work, so that he may actually superintend the work intelligently instead of merely guarding prisoners in a perfunctory manner.

Much valuable information regarding the handling of prisoners is contained in the Rules and Regulations of the U. S. Military Prison, Fort Leavenworth, Kans., a copy of which would probably be furnished upon application.

312. Returns and requisitions.

Last of Month

NATURE	FORM	AUTHORITY	REMARKS
Return of general prisoners	23 A. G. O.	A. R. 937	Prepared in triplicate; one copy forwarded by post commander to Department Headquarters; one to The Adjutant General of the Army; and one retained

(NOTE:—A. R. 937, states that above return shall be submitted by the post commander. In practice it is generally prepared by the post prison officer, who submits it to the post commander for signature and transmission.)

Fifteenth of Month

NATURE	FORM	AUTHORITY	REMARKS
Requisition for certain quartermaster supplies for general prisoners	228 Q. M. C.	A. R. 1216	Submitted in duplicate

When Necessary

Requisition for clothing for general prisoners	213 Q. M. C.	A. R. 1170	Submitted in duplicate

CHAPTER XII

THE POST ORDNANCE OFFICER

313. The proper performance of the duty of ORDNANCE OFFICER, like the proper performance of any other duty, requires work and attention to business.

Post ordnance officers are responsible and accountable for targets and target material for small arms and mobile artillery practice, for ammunition and spare parts for small arms, for all ordnance property for the general use of the post (except the modern armament and equipment of Coast Artillery posts), and for such surplus ordnance and ordnance stores as are not in the hands of troops.

When ordnance property is received by responsible ordnance officers it should be personally checked and the quantities compared with the entries on the invoices, and they should receipt only for the property actually received by them, noting on the receipt its condition, whether serviceable, unserviceable, or damaged. If there are discrepancies between these receipts and the invoices, they are required to be covered by reports of surveying officers, one copy of which should be furnished the invoicing officer as authority for not receipting for all the property invoiced. The property will be taken up by the receiving officer, but the invoice will not be altered, the report of survey being the voucher to account for the discrepancy.

Post ordnance officers are required to make timely requisitions for all materials necessary for the complete equipment of the target range, as well as all supplies, including iron targets, used in target practice.

Spare parts for small arms should be invoiced by post ordnance officers to the commanding officers of organizations for the purpose of making necessary repairs. Post ordnance officers are authorized to drop certain parts as expended for the repair of arms in the hands of troops.

These expendable articles are marked with an asterisk in pamphlets issued by the Ordnance Department.

Post ordnance officers are required to see that all property for which they are accountable is properly stored and cared for, with the view of insuring safety and reducing deterioration to a minimum. They should assure themselves on this point by frequent personal inspections.

All powders and ammunition should be kept separate from other stores—in the magazine, if one is provided, which should be opened and ventilated at least once a week.

In issuing ammunition, or its components, that longest on hand should be issued first.

BLANK FORMS TO BE KEPT ON HAND

314. Furnished by the Ordnance Department

Form No.

18. Inside and Outside sheets to Ordnance Return;
19. Certificate of Expenditure;
86. Statement of Charges;
94. Report of Ordnance Charges;
146. Transfer of Ordnance Property;
152. Transfer of Ordnance Property under 1535 Army Regulations;
1519. Personal Report, Ordnance, Sergeants;
386. Requisitions.

315. Furnished by the Inspector General's Department

Form No.

1. Outside sheet, Inspection Report;
1a. Inside sheet, Inspection Report;

316. Furnished by The Adjutant General's Department

Form No.

196. Report of Survey;
332. Abstract of Sales;
448. Memorandum receipt;
448b. Abstract Record of memorandum receipt;
543. Combination requisition; invoice and receipt for Issue of Expendable articles to organizations with Unit Equipment;
544. Credit Voucher for Replacement of Articles of Unit Accountability.

317. Ordnance Department Books and Pamphlets to be kept in office.

Form No.

1957. Description of Telescopic Musket Sights;
1926. Automatic Machine Rifles;
1926a. Description of automatic machine rifles and accessories;
1866. Automatic Pistol;
1658. Blank ammunition;
1890. Price list of machine rifles;

1719. Horse equipments;
1715. Cavalry equipments;
1718. Description of Infantry equipment;
1717. Instruction for assembling Infantry equipments;
1992. Small arms targets, etc.;
1990. Decapping and Cleaning tools;
1925. Gallery practice rifles;
1923. U. S. rifles;
1797. Range Finders;
1741. Rifle and Hand Grenades;
1720. Regulations for Transportation of Explosives;
1768. 3-inch Saluting gun;
1879. Price list of Ordnance and Ordnance Stores;
Ordnance Property Regulations;
1970. Supply and Allowance Tables;
1965. Instruction for the Care and Repair of Small arms, etc.;
1871. Disposition of unserviceable property.

(NOTE—A Unit Equipment Accountability Manual for each branch of the service at the post, furnished by The Adjutant General of the Army, should be kept on hand.)

318. Reports, Returns, and Requisitions

JUNE 30 AND DECEMBER 31

NATURE	FORM O. D.	AUTHORITY	REMARKS
Semi-annual Return of Ordnance and Ordnance Stores	18	A. R. 1511, Cir. 10, Hdqrs. Army 1903 and note 5 on form	To be mailed to Chief of Ordnance U. S. A., by 20th of next month. In the Philippines, to be mailed to the Chief Ordnance Officer of the Division

DECEMBER 31

Personal report to be rendered by Ordnance Sergeant	1539	A. R. 100	To The Adjutant General of the Army, through the Ordnance Officer and the post commander. This report is also made upon arrival at a new station, and upon return from detached service, furlough or other absence

JULY 1

Requisition for target material, ammunition, cleaning material, and spare parts for small arms	386	Pages 594, 616, and 627, Ordnance Supply Manual, and G. O. 89, '06	To the Chief of Ordnance, U. S. A., through channels. In the Philippines, to the Chief Ordnance Officer of the Division

WHENEVER NECESSARY

Requisition for Ordnance Stores	386	G. O. 52, W. D., '15	To the Chief of Ordnance, U. S. A., through channels. In the Philippines, to the Dept. Ordnance Officer

CHAPTER XIII

THE POST ENGINEER OFFICER

319. The proper performance of the duty of ENGINEER OFFICER, like the proper performance of any other duty, requires work and attention to business.

The duties of the post engineer officer relative to the accountability and care of property, are practically the same as those of the ordnance officer. See Chapter XII.

He should keep on hand all instruments necessary for the making of minor surveys, and military map making, as well as all instruments and materials necessary for instruction in officers' schools.

320. Returns. Property returns are submitted March 31 and September 30 of each year, and upon being relieved, Form No. 13, Eng. Dept. being used. See A. R. 665 regarding direct entries on returns in case of complete transfer of property. The returns are to be forwarded to the Chief of Engineers direct, within twenty days after close of period for which rendered. In the Philippine Department the return is transmitted through the Department Engineer Officer.

321. Requisitions. Property and supplies are requisitioned for on Form 39, Eng. Dept.

322. Reconnaissance instruments. The allowance of reconnaissance instruments for use at each Infantry, Cavalry, and Field Artillery post, is prescribed by Par. III, G. O. 20, 1913.

CHAPTER XIV

THE POST SIGNAL OFFICER

323. The proper performance of the duty of SIGNAL OFFICER like the proper performance of any other duty, requires work and attention to business.

The post signal officer is in charge of the post and the target range telephone systems. Complete information regarding the installation and maintenance of these systems is contained in Signal Corps Manual No. 3.

Complete information regarding all property issued by the Signal Corps, the manner of rendering accounts for Signal Corps funds, accounting for property, rendering reports and making estimates is contained in Signal Corps Manual No. 7. This manual contains a list of all property issued by the Signal Corps. It prescribes the standard electrical equipment for target ranges.

324. Books of reference. Which of the following-named manuals, obtainable from the Chief Signal Officer of the Army, should be kept on hand, will depend upon the post at which the signal officer is stationed:

No. 2 Regulations for Military Telegraph Lines.

No. 2a. Regulations Governing Commercial Radio Service between Ship and Shore Stations, U. S. Army.

No. 3. Electrical Instruments and Equipments.

No. 5. Photography (out of print).

No. 7. General Regulations, Disbursing, and Property Manual.

No. 8. Fire-control Equipment.

Also, Signal Book, U. S. Army (1914).

325. Survey and disposition of Signal Corps property. The following references bear on the survey and disposition of Signal Corps property:

Disposition of unserviceable property: Pars. 243; 248; 270; 295; 300; 302; 303; 305; 308; 309; 311; 317; 359, Signal Corps Manual No. 7.

Survey of damaged property: Pars. 300; 306; 307, Signal Corps Manual No. 7. See also, A. R. 1566 (modified by Changes No. 35).

List of expendable articles of Signal Corps property (in connection with section [b], Par. 7, G. O. 52/15), G. O. 53, 1915.

326. Reports, returns, estimates, and requisitions

JUNE 30 AND DECEMBER 31

NATURE	FORM NO.	AUTHORITY	REMARKS
Return of Signal Corps property	66, or 31a, b, c, d	Par. 262, Sig. Corps Manual No. 7	To Chief Signal Officer of the Army, within 20 days after termination of accounting period. Return is also submitted when relieved. Form No. 66 is used when number of items does not exceed 25

SEMI-ANNUALLY

(After completion of the prescribed inspection of post telephone system.)

Requisition for maintenance supplies	64	Par. 332, Sig. Corps Manual No. 7 (Changes No. 6/14)	In duplicate to department signal officer, who forwards one copy to Chief Signal Officer of the Army

ANNUALLY

(Date of rendition not specified.)

Requisition for blank forms	57	Par. 402 (d), Sig. Corps Manual No. 7	To property officer, Fort Wood, N. Y. In Philippines, requisition is sent to Signal Corps General Supply Depot, Manila

CHAPTER XV

THE POST ATHLETIC OFFICER

327. The proper performance of the duty of POST ATHLETIC OFFICER, like the proper performance of any other duty, requires work and attention to business.

The post athletic officer has general charge of all athletics at the post, including gymnasium work. His management of them will depend not only upon his tact and his knowledge of athletics, but also upon the scope which is allowed him by the commanding officer, and upon the enthusiasm which he can inspire in the company officers and men.

He should endeavor, as far as possible, to avoid a feeling amongst the men that athletics is a drill, for the moment men so regard it, just that moment they may begin to do it in a perfunctory way.

Skill and tact must be used in creating rivalry among the various organizations, and everything possible should be done to bring into the competitions as many men as possible. Handicaps, the barring of former winners from certain events, and awarding prizes will do much toward accomplishing these ends.

He should encourage amongst the officers and the enlisted men of the command such games as tennis, golf, quoits, polo, baseball, football, skating, snowshoeing, swimming, etc.

The exercises should be short (from 15 to 20 minutes) and constantly varied so that interest may not lag.

He is also charged with the preparation of the program for the various field days, and he also looks after all apparatus, the grounds, etc.

The post athletic officer should be thoroughly familiar with all the rules of the Amateur Athletic Association, and he should study the standard authorities on athletics. (A copy of the rules of the Amateur Athletic Association can be obtained from A. G. Spalding & Bros., New York, or almost any other athletic dealer, at a cost of about 25 cents.)

It is thought the best results are obtained when the plan of instruction is based on these general principles:

1 The strength of the soldier is determined by the strength of his weakest physical part—hence, every effort should be made toward strengthening the weak points of the soldier and not toward increasing the power of muscles already strong.

2 Everything possible should be done to produce all-around athletes, and not specialists in particular lines or in a limited number of athletic exercises—hence, exercises which result in moderate benefit to many are preferable to those which result in great benefit to only a few.

3 With a view to obtaining the best results for the greatest number, contests should be so arranged and managed as to arouse interest and friendly rivalry between squads, platoons, companies and battalions, rather than between individuals—consequently special attention should be given to team work, and to team competition.

4 Whenever practicable, instruction should be held out of doors.

5 The mind must be put into the work, and the will power concentrated upon the exercises, that the muscles may feel the strain. This is the fundamental principle of successful physical training.

328. Field Days. Every effort should be made to give the day the air of a holiday, devoted to amusement and recreation, and whenever practicable, music should be furnished for the occasion.

The contests on the various field days should be of a progressive nature, sufficiently limited to avoid being tiresome, varied to such an extent as to afford diversion and amusement, and of a kind to arouse emulation, friendly rivalry and general interest in physical culture, while at the same time developing muscular strength, agility and endurance in performing functions pertaining to legitimate military training.

As far as possible the contests should be conducted in accordance with the rules of the Amateur Athletic Union, and as far as practicable the officials should be those prescribed by these rules.

In planning and in managing field days, the post athletic officer should try to forget that he is ordering a lot of soldiers—he should act on the principle of handling a lot of athletes belonging to different clubs, regarding each organization as a club.

A system of handicapping conforming to the Amateur Athletic Union rules should apply, and in addition to the open handicap events there should be a separate set of events open to maiden entries, or men who have not been placed in these events in former competitions.

All details should be carefully prearranged so that the program will be carried out without any hitch or delays between events—that is to say, by foresight and otherwise everything possible should be done to inject life, snap and vim into the program.

329. SAMPLE ORDER FOR A FIELD DAY

General Orders,

No.....

1 In compliance with General Orders No. 121, current series, Department of Texas, Field Day will be held at this post on December 30, 1907.

The following named officers are detailed as officials for the day

Referee:
Major ....., 9th Infantry.

Judges:
Major ....., 9th Infantry.
Major ....., 3rd Field Artillery.
Captain ....., 9th Infantry.

Starter:
Captain ....., 9th Infantry.

Time-keepers:
1st Lieut. ....., 9th Infantry.
1st Lieut. ....., 9th Infantry.

Clerk of the course:
1st Lieut. ....., Battalion Adjutant, 9th Infantry.

Inspectors:
Captain ....., 9th Infantry.
Captain ....., 9th Infantry.
Captain ....., 3rd Field Artillery.

Scorer and reporter:
1st Lieut. ....., Battalion Adjutant, 9th Infantry.

The following events will be contested for, the value in points for 1st, 2nd, and 3rd place and number of entries per company or battery being set after each:

ATHLETICS FOR ALL TROOPS

	Place 1st	Place 2nd	Place 3rd	Entries
1. 100 yard dash	2	1	½	1
2. 120 yard hurdles, 10 hurdles 2 ft. 6 in. high	3	1½	1	1
3. Relay race	5	2	1	

Teams of four men from each battalion, one man to be posted at scratch and others at 110 yard intervals. The message to be carried by relays to a point 440 yards from scratch. Relays must start from mark. Message must not be passed before mark is reached. Running pass permitted.

4. Litter bearer's race: 4 2 1 1

Uniform: Olive-drab breeches, woolen shirt, leggins, and regulation shoes for both men. Hats not required. Supposed wounded man, weight not less than 140 pounds, to be placed on ground 75 yards from scratch. Contestant to run to man, pick him up and carry him back to scratch. Wounded man to have his legs strapped together, and to render no assistance. Body not to be stiffened.

5. Pitching single shelter tent: 5 3 1 1

Uniform: Olive-drab breeches, woolen shirt, leggins, campaign hat and regulation shoes. Teams to consist of two (2) enlisted men

placed on line, rear rank man on right, right heel of front rank man marking positions of front tent pole. Each man to be equipped with blanket roll consisting of shelter half, pole, pins and guy rope not fastened in eyelet. Signal for starting, a pistol shot. Tent to be buttoned. Blanket to be neatly folded and placed in entrance of tent, each man's blanket on his side of tent.

330. MILITARY EVENTS FOR INFANTRY ONLY

1. Blank cartridge race: 4 2 1 1

Uniform: Olive-drab breeches and shirt, leggins, service cap, regulation shoes, belt with bayonet in scabbard. Five blank cartridges on small sheet of paper, five yard intervals, to be brought one at a time and placed in clip, left on ground at scratch at side of rifle. After last cartridge has been placed in clip, the clip to be inserted in magazine, rifle loaded and fired in air as signal of completion.

2. Equipment race: 5 3 1 1

Competitors to be on stretch dressed in olive-drab breeches, olive-drab shirts and issue stockings. Shoes to be placed on ground at scratch; leggins at 20-yard mark; olive-drab blouse and cap at 40-yard mark; belt, bayonet and scabbard (bayonet to be out of scabbard) at 60-yard mark; five rounds blank ammunition and clip (ammunition not in clip) at 80-yard mark, rifle with bolt taken out and apart at 100-yard mark. At pistol shot, competitor puts on his shoes, fully lacing same, then runs to 20-yard mark; puts on his leggins, fully lacing same; then runs to 40-yard mark, puts on his cap and blouse (blouse to be fully buttoned and hooked); then runs to 60-yard mark, puts on his belt and places bayonet in scabbard; then runs to 80-yard mark; inserts five blank cartridges in clip and places clip in cartridge box; then runs to 100-yard mark, assembles bolt, puts bolt in rifle and returns to scratch; inserts clip in magazine, loads and fires his rifle as signal of completion. All things prescribed to be done at a certain mark, must be completed before starting for the next mark.

3. Competitive squad drill: 10 5 2½ 1

Squad to consist of one corporal and seven privates, to be drilled by the corporal in the manual of arms and bayonet exercise as laid down in authorized drill regulations for infantry. Each competing squad to be allowed five minutes. Uniform: Olive-drab blouse, breeches, leggins, regulation shoes, service cap, belt with bayonet in scabbard, and rifle.

331. MILITARY EVENTS FOR ARTILLERY ONLY

1. Section contests: 10 5 0 1

Teams to consist of one composite section from each battery. At start, section to be placed in park, harness disposed of as in field,

paragraph 298, drill regulations. Horses to wear halter and to be tied to wheels. Chief of section's horse tied to gun wheels. Caisson corporal's horse tied to caisson wheels. Squad, consisting of chief of section, caisson corporal, six drivers and five cannoneers, to fall in in front of pole. Chief of section and drivers on the right. At pistol shot, section to harness, drivers and cannoneers to mount and section to proceed to mark 100 yards in advance of start, unlimber and fire one shot. Sights will be set for deflection 924, range 1,750 yards. Quadrant sight to be set for same range, and angle of sight to be 304. All corrections for difference in level of wheels, etc., to be made. (Piece to be laid for range only.) Section will go into action as prescribed in drill regulations. Caisson to be in its prescribed place, and guns and caissons prepared for action. Before the start, the section will be at "March Order": muzzle covers, sight covers, etc., on as prescribed. Time to be taken from starting shot to first shot fired by piece. After finishing, each section to be inspected by judges and penalties in seconds given for each defect in harnessing and irregularity in sight seeing, laying, or position of carriages. Fire will be to the front. (Action front.)

2 Driving contest: 5 3 0 1

Caisson and limber fully harnessed, to drive at trot and gallop over figure 8 course, the figure 8 to be 100 yards long, and wheel course to have six inches clearance on both sides. Course to be marked by twelve stakes. Five seconds to be added to the time of the run for each stake knocked down.

Any athletic dress may be worn in events Nos. 1, 2 and 3 in athletics for all troops.

Whenever blank cartridges are prescribed, the competitors will be furnished same by organizations to which they belong.

In "Events for Infantry only" and in "Athletics for all Troops," no one man will be permitted to enter more than one event.

In "Events for Artillery only," it is discretionary with battery commanders as to whether or not more than one man will enter more than one event.

A list of all entries from each company and battalion will be submitted to the officer in charge of post athletics by noon of December 29, 1907.

Each organization will have a team captain, either an officer or a noncommissioned officer, who will be responsible that all contestants from his organization are present at the beginning of the meet, and that in each event all contestants report promptly to the clerk of the course as the event is called.

On the day of the meet all duties at the post, except the necessary guard and fatigue, will be suspended. On this day guard mount will be as follows: 1st Call at 8 a. m., Assembly at 8:05 a. m.

The meet will start at 8:30 a. m., and be held on the parade ground. The band will furnish appropriate music for the occasion.

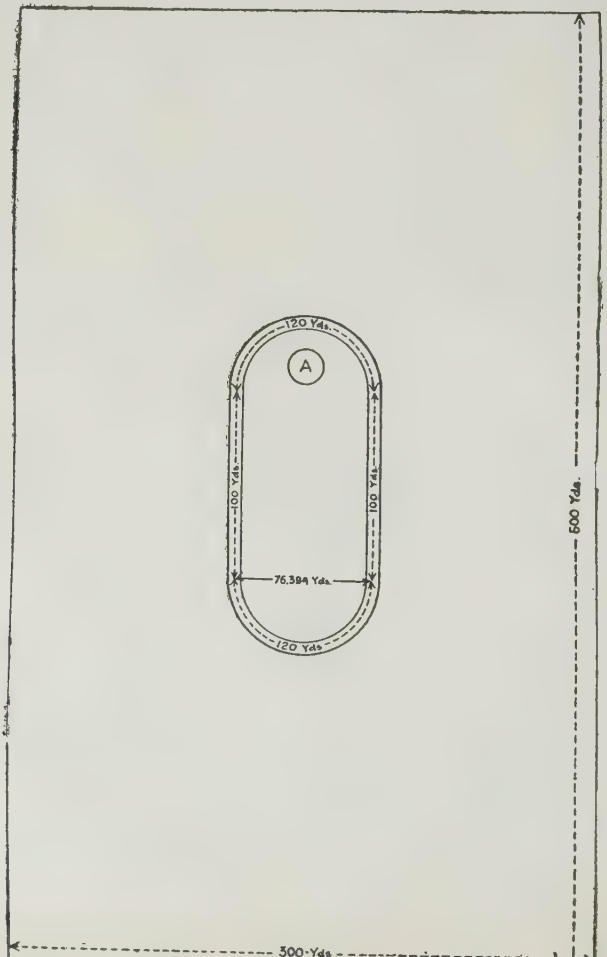
In case of inclement weather, the field day will be held on the first good day after January 1, 1908.

NOTES.

1. When prizes are given they should be announced in the order, after each event.

2. The order should be issued at least two weeks before hand so as to allow the contestants sufficient time for training.

332. Construction of an Athletic Field. The following diagram shows an athletic field that has been used with most satisfactory results:



The entire field is about 500 yards by 300 yards, and quite level. The track is one-fourth mile (440 yards) long, consisting of two sides, each 100 yards, connected by two semicircles (radius about 38.197 yards), each 120 yards.

The various starting points are marked by iron pipes painted white and black, one on each side of the track, and bearing pennants. Similar pipes mark every 25 yards of the last 100 yards, and every 10 yards of the last 50.

Inside of the track are the jumping boxes (dug out and filled in with light loam) and the shot and hammer rings.

Inside the track, near the finish, is a small house ("a") with a gallery around it, which is used as a storehouse for apparatus and as a view point from which the referees can watch the entire track.

In building the track the ground should be dug out to a depth of 18 inches, then 6 inches of sand filled in, oiled and rolled; on this, successive layers of coarse cinders are laid and rolled until the whole track is above the ground surface.

Railroad clinker cinders make an excellent top dressing.

All corners should, of course, be banked to a proper angle.

CHAPTER XVI

THE POST RANGE OFFICER

333. The proper performance of the duty of POST RANGE OFFICER, like the proper performance of any other duty, requires work and attention to business.

The duties of range officer in a large post are onerous, exacting, and oftentimes annoying. It should be his aim to know the firing regulations, and in so far as his duties are concerned, to carry them out in such a way as to cause as little friction, delay and trouble as possible. He should post himself concerning all adjuncts in the way of anemometers, wind clocks, stop watches, etc., that will facilitate target practice. When such articles can be obtained from the supply departments it should be done; sometimes the articles needed can be made at the post.

It should appeal to his professional pride to furnish the troops firing on his range with all the aids and facilities that the regulations allow. Success in target practice is most easily attained on ranges where everything is arranged for the ease and convenience of the troops firing.

He is responsible for the preparation, care, equipment and police of the range, and during the target season is charged with making proper arrangements for daily firing.

334. Repair and Preparation of Range. As soon as practicable after being detailed, the range officer should ascertain from the Quartermaster how much of an appropriation is available, within what time the money must be expended and what class of work may be done, or what kind of material may be purchased from this appropriation. For instance, a camp site or the water supply can not be improved from the ordinary appropriation for "shooting galleries and ranges," but must be done with money available from the appropriation for "barracks and quarters," or "army transportation."

He should then ascertain from the Post Commander what plans, if any, he desires carried out. He should also consult with the company commanders who have fired on the range, as to any suggestions they may have to make regarding the improvement of the range.

The range officer should then carefully inspect the range.

With a transit and chain, or with a chain alone, all distances and directions should be verified, even though the range appears to be carefully laid out, special care being taken to see that all firing points are in lines at right angles to the face of the target.

When the ground is not level a contour map is a great aid in determining heights to which the firing points must be raised, etc.

He is now ready to determine what repairs, alterations or additions are needed. Lists describing accurately and in detail all material and labor needed are then prepared—dimensions, kind, amount, etc., should be stated. For such of the material and labor as the Quartermaster is expected to furnish, the range officer sends him a list through the Adjutant, keeping a copy himself. It should be stated when the articles enumerated are needed on the range.

The telephones, or the system of signals, should be tested and, if necessary, the Signal Officer should be requested, through the Adjutant, to make such repairs or to obtain and install such apparatus as may be necessary.

A system which enables the scorer to notify the pit detail the moment the target has been fired at will save much time, especially at long ranges. A system of bells and push buttons or a system based on the "responsive ring" of the telephone may be practicable.

The streamers, target frames, marking disks, etc., should be examined and those found to be in poor condition should be sent to the Post Ordnance Officer for repair.

The range officer should consult with the Ordnance Officer and make a memorandum of all target material and supplies that are available. In case enough are not on hand, the Ordnance Officer should be requested to make early requisition for material and supplies up to the full allowance for the post.

All ordnance material for the range is obtained from the Ordnance Officer on memorandum receipt, the expendable articles being canceled from time to time.

All the preliminary work of inspection having been made and the estimates and requisitions submitted, the range officer should not content himself with this, but should, after a reasonable time, ascertain if the things requested have been obtained or allowed. In this matter as well as in all others, we should not lose sight of the assurance that "The Lord helps those who help themselves."

Then, in sufficient time to have the range ready for use on the day designated for the firing to commence, he proceeds to the range with his laborers and material.

After locating the firing points, he should see that stakes plainly marked with the number of the target and the range are placed at each fitting point. As stated before, he should be sure to see that the firing points are in lines perpendicular to the face of the target.

Stakes three inches wide, painted white, having the number of the targets in black figures, near the top and about an inch below the numbers indicating the range, have been found to answer well the purpose. The stakes should be placed so the firers can see them without changing their position. The firers should be behind the stakes, which should be firmly driven.

Experience has shown that white numbers on a black background are much better than black numbers on a white background for showing the numbers of target and the skirmish groups. A good way to designate targets is to suspend on a cable, light black boards with white arabic numerals on them, placing them in such a way that they will be directly over the targets when they are up, and yet high enough above so that moderately high shots will pass below the boards.

The range officer should apply for an efficient, reliable noncommissioned officer who should report to him at the beginning of this work and should continue on duty through the season's practice.

Should the range cover a large area, this noncommissioned officer should have one or more noncommissioned officers as assistants, the range being divided into sections with a noncommissioned officer in charge of each, and each noncommissioned officer being held responsible for all property, the police and the readiness of the targets in his section.

335. **The target practice.** When the troops arrive at the range there should be on hand a sufficient number of targets pasted and ready.

Each organization should furnish on special duty one man to report to the range sergeant. These men should be excused from all other duties, for their work will begin early and end late.

The necessary number of men should be detailed on special duty to look after telephones, being relieved only when necessary, and then by regularly detailed men who understand the manipulation of the telephones.

If there be any need for stationing men on roads or elsewhere to warn passers-by, the posting of these men should be provided for. Should it be necessary to stop firing in order to allow persons to pass behind the butts, the necessary arrangements should be made therefor.

A list of regulations governing the conduct of parties in the pit and elsewhere on the range, especially to guard against accidents, should be carefully drawn up, and, on approval or publication in orders by the Commanding Officer, be conspicuously posted in the pit and other places. Great care must be exercised in this, as the responsibility for any accident will fall heavily on the range officer unless he has taken proper precautions.

336. **The status of the range officer.** He is in reality in the position of a staff officer so far as duties on the range are concerned, and he has no authority over the personnel on the range except such as is outlined below or as may be especially given him by the Commanding officer. In these cases, if he gives any orders, he gives them as orders of the Commanding Officer.

The range officer has nothing whatever to do with the supervision of the practice firing of any organization, nor has he any authority, unless such is specially given him by the Commanding Officer, to interfere in the practice of any organization, except such interference as may be necessary to insure safety and freedom from accident. He is, however, charged with all arrangements and with the personnel at the butts, and also is responsible in everything that pertains to the safety of persons on the range; in this respect he is in full charge and has authority to give orders.

In cases of violations of the firing regulations, particularly where the question of accuracy or fairness comes up, the range officer has no authority to interfere. In these cases he should at once report to the Commanding Officer such violations of regulations as have come under his notice or as have been reported to him, and the Commanding Officer will take the necessary steps for correction and punishment.

The Post or Camp Commander usually exercises supervisory control over the firing, while the range officer works out the details, allotting targets to organizations or individuals, specifying the hours for practice, assigning markers and scorers to organizations, etc.

Each day, before the completion of the firing, preparation should be made for the firing the following day. The following is a good plan:

Ask the Post or Camp Commander to direct that company commanders notify you each day, say prior to 5 o'clock p. m., of the ranges and classes of fire they desire the following day. If you have time, it is suggested that you go along the firing line toward the close of the firing and take notes of the information concerning the next day's needs.

Then on slips which you may get the adjutant to print or mimeograph for you, make up the schedule for the following day, bearing in mind the greatest good to the greatest number.

Each organization is given a slip as follows *

Sept. 28, 1917.
Company A.....
Targets 3 and 4.....
Ranges 200, 300 and 500
Time—200—7:30 to 9:00 a. m.
300—9:00 to 11:30 a. m.
500—1:30 p. m.
Skirmish .....
Non-Com. Officers from Co. B.....

336 (contd.)

The information regarding ranges and time is furnished the range sergeant, who should report to you daily, at some designated time and place—after supper at your quarters, for instance.

It is best to so assign targets that at some time or other each organization will have fired on all the different targets. A good plan to follow is to give target numbers one and two to the first company the first day, the next day targets three and four and so on.

However, on ranges where the targets are sufficiently numerous to give each organization one or more targets every day, and where there is practically no difference in individual ranges, company commanders will frequently be willing to draw lots for targets for permanent assignment during the season; in such cases each company can look after its own targets and the policing of its own range under the supervision of the range officer and his noncommissioned officers. A saving of labor and trouble can also be made, if company commanders agree to it, by assigning noncommissioned officers as markers and scorers, etc., taking care that no two organizations exchange markers and scorers, e. g., Cos. A, B, C and D have target practice together; A can furnish markers and scorers to B, B to C, C to D and D to A. There is no more chance for collusion in such an arrangement than in the ordinary arrangement of shifting about in the assignment of markers and scorers. A company commander then knows where his markers are to come from and the markers and scorers always know to whom and where to report. This arrangement saves much time and annoyance.

When only instruction practice is being had, company commanders may either come or send to you at some designated time and place and each is given his slip. Each company commander is then responsible that his pit detail goes to the proper target and puts the target in working order. (The pasting of papers on and the repairs to targets, putting up streamers, etc., is done by special duty men. Each company puts up and takes down targets and puts the disks, pasters, etc., away.)

When an organization is firing record practice, two noncommissioned officers for each target—one for duty in the pit as marker and the other for duty at the firing point as scorer—should report to you from each organization, say every day after supper, for assignment to the various companies. The slips before referred to are then given to the noncommissioned officers, who are directed to report at once with same to the company commanders to which assigned. In cases where ranges are so close that companies must all move at the same time from one distance to another, the range officer should, before the season actually begins, try to get the organization commanders together and fix upon rules that will govern in such cases; these rules should thereafter be strictly adhered to without partiality.

In order that firing may cease at a given time it is necessary that the watches of all agree, or that notice be given a few minutes before firing is to cease, so that no new scores will be commenced.

It should be distinctly understood, and always enforced, that the firing shall cease at the designated hour. Unless this rule is enforced, one man firing often holds up the firing of ten or more who are waiting to begin the next range.

At the end of the practice season the range officer should have all property stored away, putting aside such articles as need repairing. Iron parts that can not be taken in should be painted.

CHAPTER XVII

SUMMARY COURT

337. The author has heard of some few summary court officers who made it a rule always to give the maximum punishment. On the other hand, there are some summary court officers who are entirely too lenient. The ends of justice and the ends of discipline are better served by not running to either extreme, but by trying each case on its own individual merits and awarding in every case a punishment that will tend to prevent a repetition of the offense. While perfectly fair and just, the summary court should be firm and strict, making allowances in the case of first offenses, but showing no leniency to old offenders.

As company commanders know their men better than the summary court does, and as they often know what form of punishment would answer best in individual cases, some summary courts, in certain cases, especially where noncommissioned officers are concerned, make it a practice to consult the man's company commander before passing sentence.

A summary court officer should be thoroughly familiar with such parts of the Manual for Courts-Martial as pertain to summary courts, and in awarding sentence should be careful not to exceed, in time of peace, the maximum limits prescribed in par. 348, Manual for Courts-Martial.

The finding and sentence are entered on the face of the charge sheet. For example—

Findings:

Of the Specifications,—Guilty.

Of the Charges,—Guilty.

Sentence:

To forfeit two-thirds of his pay per month for three months.

John A. Smith,
Major, 50th Inf.,
Summary Court.

Always use the correct form of sentence, as given on page 367, Manual for Courts-Martial.

Be sure invariably to ask the accused whether he wishes to call any witnesses in his defense, and whether he wishes to make a statement himself. See "Summary Court," paragraph 281.

In case of the trial of a noncommissioned officer, always ask him if he objects to trial by summary court, and if he does, report the case to the commanding officer. (See par. 43-d, Manual for Courts-Martial.)

Familiarize yourself thoroughly with par. 351, Manual for Courts-Martial, which gives in detail the method of procedure.

CHAPTER XVIII

SURVEYING OFFICER

338. Necessary knowledge. In order to be able to act with intelligence and thoroughness, a surveying officer should be familiar with the existing regulations covering the duties of surveying officers, the general provisions of public property accountability and responsibility, and the orders and regulations about the care and preservation of property.

339. Army Regulations. The following paragraphs of the Army Regulations pertain to surveys and surveying officers: 116; 203; 710-726; 907; 1023; 1073; 1094; 1179; 1520; 1534; 1537. See also Pars. 657-692, covering the general provisions of property responsibility and accountability.

ORDNANCE PROPERTY

340. Ordnance Pamphlets. In order to act intelligently on articles of ordnance property, a surveying officer should be familiar with Ordnance Pamphlet No. 1871, "Instructions Regarding the Disposition of Unserviceable Ordnance Property and Tables of Allowances," and Pars. 98-233 Ordnance Pamphlet No. 1965, "Instructions for the Care and Repair of Small Arms and Ordnance Equipment."

341. Ordnance property that may be turned in to an arsenal upon the recommendation of a surveying officer. A. R. 1537 (modified by Changes No. 30) states, "Ordnance repairs can usually be made in the organization, post or district with the means provided for that purpose by the Ordnance Department. When the repairs required can not be thus made certain articles or classes of articles, designated by the Chief of Ordnance, may be turned over to the post ordnance officer or other supply officer for shipment to a designated arsenal on the approved recommendation of an inspector, or surveying officer, as provided in paragraphs 678 and 717."

Ordnance Pamphlet No. 1871, "Instructions Regarding the Disposition of Unserviceable Ordnance Property and Tables of Credit Allowances," gives a list of the articles designated by the Chief of Ordnance that may be turned into an arsenal upon the approved recommendation of a surveying officer. It also gives information as to what condition of various articles of ordnance will warrant certain action by surveying officers.

342. Only ordnance property beyond repair in organization should be recommended to be replaced or destroyed. With the tools, spare parts, and other material now furnished by the Ordnance Department, the life of ordnance property can be greatly prolonged by repair within the organization and the cost of maintenance of the organization greatly reduced. Complete instructions for repairing equipment are given in Pars. 98-233, Ordnance Pamphlet No. 1965, with which paragraphs surveying officers should be thoroughly familiar, and before ordnance property is ordered destroyed or replaced, the surveying officer should satisfy himself that it is beyond repair within the organization. This is what the regulations and Ordnance Pamphlet No. 1965 contemplate.

Also, survey officers should, by visiting the storehouse of the post ordnance officer, become familiar with the tools and material available to organization commanders for repairing property within their organizations.

343. Usual recommendations of surveying officers. As a rule, the following are some of the usual recommendations of surveying officers acting on damaged or unserviceable property:

1. That the property be destroyed.
2. That it be submitted to the action of an inspector.
3. (In case of ordnance property.) That it be turned in to an arsenal.

344. Property that may be recommended for destruction. The following classes of property may be destroyed upon the approved recommendation of a surveying officer:

(a) Clothing infected with contagious disease.

(b) Stores that have become so deteriorated as to endanger health or injure other stores.

(c) Unserviceable property, whatever it may be, and regardless of whether it may have been rendered unserviceable through fair wear and tear or otherwise, **which has no salable value.** In other words, **any property that has no salable value may be recommended for destruction.** (See A. R. 717, modified by Changes No. 30.) It may be remarked that surveying officers quite frequently recommend to the action of an inspector property that has absolutely no salable value, which is, of course, an incorrect recommendation, as such property should be recommended to be destroyed. Whenever a surveying officer recommends the destruction of property, his findings should always state specifically that, (1) the property is utterly worthless and has no salable value, or (2) in case of clothing, that it is infected with contagious disease, or (3) that the stores have become so deteriorated as to endanger health or injure other stores.

345. Property that should be recommended for action of an inspector. Property, except public animals, which has been rendered unserviceable, **otherwise than through fair wear and tear,** and that is not recommended for destruction because of having no salable value, or because of being infected with contagious disease (in case of clothing), or having become so deteriorated as to endanger health or other stores, should be recommended for submission to the action of an inspector.

A. R. 678 prescribes that property rendered unserviceable through fair wear and tear, which has some salable value, shall be submitted to an inspector without prior action of a surveying officer. However, should such property be submitted to a surveying officer, he should recommend that it be submitted to the action of an inspector.

346. Property should not be turned in to post ordnance officer for repairs. Surveying officers should not recommend that ordnance stores be turned in to the post ordnance officer for repairs, as he is not supposed to make repairs. All repairs at posts are supposed to be made within the organizations, which, if necessary, may borrow certain repairing tools from the post ordnance officer. If property is repairable at the post, it should be ordered continued in service and repaired in the company.

347. Relieving officers from responsibility. In order for a surveying officer to recommend that an officer be relieved from responsibility for property damaged, lost, or destroyed, **the evidence must show that the damage, loss, or destruction was occasioned by unavoidable causes and without fault or neglect on the part of the responsible officer.** (See A. R. 683.)

348. Paperwork. The paperwork connected with surveying property, including numerous "models" in the way of findings and recommendations, is fully covered in "ARMY PAPERWORK," which can be obtained from Geo. Banta Publishing Co., Menasha, Wis., or from any of the distributers named at the beginning of this Manual. Price, $2 postpaid.

CHAPTER XIX

AIDE–DE–CAMP

349. The proper performance of the duty of AIDE-DE-CAMP, like the proper performance of any other duty, requires work and attention to business.

350. Requisites of a successful aide-de-camp. A man's success as an aide-de-camp—his usefulness to his general—depends upon two things: his intelligence and professional ability, and his tact. If he combines both in a high degree his success is assured under almost all conditions; if he has only the former he will be a useful officer to a hard-working general, but not an ideal aide-de-camp; if serving with a general who occupies himself with merely routine affairs, his ability may count for little in the absence of tact. This quality, tact, is the oil which makes the official machine run smoothly, even when the parts are badly worn and ill-adjusted; it is the lubricant which diminishes the jar and friction of heavy bodies working in contact. If this quality is important to all the members of a staff, it may be said without exaggeration that the aide-de-camp is especially charged with the diffusion of its soothing influence.

351. The Chief of Staff. An aide's relations with his general's chief of staff often present some difficulties, especially if both are men of character and decided ideas. It is more the duty of the former than of the latter to take pains to keep these relations agreeable. An aide may often keep secrets from the chief of staff, but rarely from his general; the relations of the chief of staff may be strictly official with the general—those of the aide are always personal as well. A chief of staff may sometimes resent what he considers the preponderating influence of the aide with the general, and, considering the greater intimacy of the latter's relations, it is his business to avoid any such appearance of predominating influence. His tact and good sense can never be shown better than by disposing of this feeling before it becomes pronounced in the mind of any other member of the staff.

352. Loyalty. It is needless to say that an aide's loyalty should be absolute. No word or act of his should ever betray a weakness or a foible of his chief to even the most intimate friend or relative. Honor demands this as well as prudence, for the intimacy permitted him with his chief makes him the repository of a confidence which the outside world does not share.

Some generals are regarded by the public as military heroes. An aide may find that for him, worship is replaced by admiration, respect, and love, much more lasting and useful sentiments; but he should always be very sympathetic toward the hero-worship of those more distantly placed.

It is the duty of an aide-de-camp to study his chief's imperfections, prejudices, and foibles, if he have such, that he may the better understand, protect and serve him.

353. Frankness. While it is the duty of an aide to be agreeable, he should not descend to servility; often an aide is called upon to say most difficult and disagreeable things to his chief. He should be sure that he is right and then not hesitate, even if he knows that his advice will be distasteful or lead to an angry outburst. The intimacy of his relations demands sometimes that he should, in loyalty, give the sort of advice which a chief of staff may not offer.

These occasions are most rare, but when they occur they should be met unflinchingly. It has been said more than once that a characteristic of General Grant's staff officers, as differing from those of several other generals, was the frank way in which they gave their opinion when asked and their freedom in differing with their chief. This is worthy of being pondered over by young aides-de-camp. General Grant was a great and successful general; but he listened to the opinions of others even if he did not accept them; he encouraged his staff to say what they really thought rather than to agree with his own ideas.

354. The General's wife. The position of an aide with regard to his general's wife is sometimes said to be difficult. It may be, depending on the tact of all concerned. The simplest way to look at this question is that the aide should be animated by a feeling of personal attachment to his chief—if he has not that feeling he ought not to remain his aide; the wife, then, of that chief is preëminently the woman whom he should wish to serve in all the ways that a gentleman may serve a lady. This principle being accepted, its application is purely one of good manners and thoughtfulness on both sides.

355. Duties. With the exception of the paragraphs of Army Regulations which prescribe that aides or other members of the staff shall be placed in charge of small arms target practice at division and department headquarters, the Army Regulations are silent on the subject of the duties of aides. The duties of aides are what their chiefs make them, some generals giving their aides considerable work, others requiring them to do very little.

An aide is always on duty and this duty is always personal and always official. The limits of this personal and official service can not and need not be defined, since they are coincident and continuous.

This double relation of personal and official service which an aide-de-camp bears to his chief is one of the most delightful imaginable between soldiers who esteem each other and one of the most instructive to a young officer serving with an able man. Whether in battle or at a ball, whether at the desk or at the table, in company or alone, an aide's first thought should be his chief's safety, reputation and pleasure. Any general who continually abuses this relationship, by requiring servile attention, would find his aide, if the latter was a man of character, applying for his relief. There should, however, be no failure on the aide's part to promptly perform **any** service suggested by the general. Likewise should the aide refrain from any expression of dislike of the duty or service suggested. An application for relief, on the grounds referred to above, should be in writing, but should contain no reference to this abuse of the relationship. If, however, the general requested a full explanation of the reasons for the application, it would not be improper for the aide to inform him, in a respectful manner, of his reason for applying for relief.

356. Personal reports. Immediately upon reporting for duty, make to The Adjutant-General, U. S. A., and to the commanding officer of your regiment the report required by Army Regulations.

357. Usefulness. As far as it is possible for one human being to think for another, an aide should think for his chief, especially in matters of detail. An officer can not be a good aide without initiative in thought and in action—he should cultivate and get into the habit of **doing things** without being told—he should devote time, attention and thought to anticipating the needs and wishes of his chief, making it his special business to think of things and **to do things** that will add to his chief's comfort and save him from worry and annoyance, thus relieving him from details, that his mind may be free to attend to larger matters—in short, an aide should make himself **useful.** For instance, if going on a trip of inspection:

1 Before leaving:

(a) See that the report required by the Army Regulations is made to the next higher commander.

(b) Make an itinerary of the proposed journey, giving the hours of arrival and departure at the principal points en route and furnish copies to the chief of staff, the adjutant general and others who should have copies.

(c) Give the necessary directions for forwarding mail.

With some generals, when going on a journey of any kind the aide takes along enough cash to defray all expenses (transportation, meals, street car fare, tips, etc.) for both himself and his chief, and upon return to their station submits an itemized expense account to the general for reimbursement. If the aide has not enough cash available before beginning the journey, he should so inform the general.

2 Take along a railroad time table and familiarize yourself with the hours of arrival at and departure from the principal points en route.

3 If connections are to be made at any point, ascertain the hour of departure, station, etc., of the connecting train.

4 If government transportation is to be used at destination, telegraph ahead for the same.

5 If provision is to be made for meals or quarters at a post notify the commanding officer in advance of the number in the party, and if there are any ladies, that fact should be stated.

6 Look after getting the railroad transportation, street car and ferry tickets and any other transportation that may be necessary.

7 See that the general's baggage is checked and properly cared for. In case there is more than one piece of baggage, note on the back of each check the article checked.

8 See that copies of the daily papers published at the principal places en route are gotten for your chief.

9 Take along in your valise:

(a) A roster of the troops of the department, and before reaching a post, look up the names of all officers there, their duties, etc.

(b) The Army Register.

(c) The latest Army List and Directory.

(d) The Army Regulations.

(e) The Drill Regulations.

(f) Official envelopes and some letter paper.

(g) Some official and ordinary telegraph blanks.

(h) Some carbon paper, a note book, fountain pen, indelible pencil, and postage stamps.

(i) A supply of the general's visiting cards.

10 In case of possible use, take along the general's personal flag.

11 After returning from a trip:

(a) Write, at the direction of the general, letters to every one who extended special courtesies to him.

(b) Make out and submit to him his mileage voucher.

And do these things WITHOUT BEING TOLD!

358. Pointers:

1 An aide can not be too punctilious about the neatness and correctness of his dress.

2 Courtesy is an indispensable quality of a good aide. In your office and everywhere else, be invariably polite and courteous to every one. An aide should never be too busy to be courteous. Politeness costs nothing and it always brings good returns.

3 Stay as much as possible within the call of the general.

4 Cultivate thoughtfulness in all matters, especially the civilities of life.

358 (contd.)

5 In case the general has gentleman visitors, see that they get cards to all clubs of which the general is a member.

6 Carry some of the general's visiting cards in your card case.

7 Calls, etc.

(a) Make note of your chief's engagements, calls to be returned, etc., and remind him of them at the proper time.

(b) In the case of official visits, it is customary to ascertain beforehand whether the hour the general wishes to call would be agreeable to the official concerned.

(c) Always leave cards for those called on. When there is more than one person (for instance, an admiral and his personal staff, and the captain of the admiral's ship) their names should be written on the cards.

(d) When visiting a man-of-war, it is customary for the general's launch to "lay to" and every one stand while his personal salute is being fired.

(e) The general's personal flag should fly only during the time the general is **actually** aboard his launch. Consequently it should always be lowered as soon as he leaves and hoisted again as soon as he returns.

(f) In boarding a ship, the senior goes first and the junior last, and on leaving, the junior first and the senior last, so that the senior shall not be kept waiting in the launch in either case.

(g) Whenever anyone calls upon the general officially or semi-officially, accompany the caller out of the building—if his carriage or other means of transportation be near, see him to same.

8 Carry some postage stamps in your pocketbook.

9 It is perfectly proper for an aide to invite his chief's attention to anything that may be wrong about his dress, and also to invite his attention to any social amenities or courtesies that might be overlooked. In fact, an aide should study the shortcomings of his chief, if he have any, and see that he guards himself against them.

10 It is customary for an aide to enter his chief's office without knocking.

Some aides address their chiefs in the third person. For example, "What does the general wish me to do in this matter?" "Is the general going to call on the admiral today?"

11 Familiarize yourself with the military record of your chief and be posted in matters in which he is known to be interested. If in general conversation or otherwise he should express a desire to know anything about something, or if he should seem interested in any particular subject, study it up and tell him about it at the first opportune occasion.

12 At reviews, inspections and all other formal military formations, the chief of staff, the adjutant general and the aides take the relative positions prescribed in the Drill Regulations. However, on social, or semi-social occasions, the aides should be next to the general.

13 If mounted, an aide should always dismount when the general dismounts and should never mount before the general does.

14 It is customary for aides who may be in attendance on distinguished persons to wear white gloves when in dress uniform, without side arms.

15 In presenting people at a social or official function, it is customary to stand **in the receiving line,** at the end toward which the guests approach. It is not necessary to shake hands with all guests, although it is usual to do so with persons you know. Great care should be taken to announce ALL names in a clear, distinct tone, always speaking directly **at** the person to whom the announcements are made.

Members of the Cabinet, and, in their own territorial jurisdiction, ambassadors, governors general, vice governors general, commanding generals, commanding admirals and other such dignitaries, are announced as, for instance, "The Secretary of War," "The British Ambassador," "The Governor General," "The Vice Governor General," "The Commanding General," "The Admiral Commanding," etc., and not as "Secretary Smith," "Governor Jones," etc.

16 Officers (except members of the staff) and others who wish to see the general, first address themselves to one of the aides (or to the chief of staff or the adjutant general) to ascertain whether it is convenient for the general to receive them.

17 It is customary for aides and other officers who may be in attendance on distinguished persons to wear white gloves when in dress uniform, without side arms.

359. Correspondence. It is thought that an **aide** in writing by the general's directions to an officer, especially to a field officer, should generally use the term "General Smith directs that you will **please** do so and so." This term is too often absent in our official correspondence; it detracts in no way from the force of the orders given and it leaves an agreeable impression of politeness in the mind of an officer of some rank addressed by a junior using his general authority.

An ordinary letter written by the general's direction would seem best to be signed:

JOHN SMITH,
Captain, 30th Infantry,
Aide-de-Camp.

If the letter is more personal than official and the statement does not occur, "I am instructed by General Smith," etc., or "General

Smith requests to me to answer your letter;" etc., then this signature would seem best:

JOHN SMITH,
Captain, 30th Infantry,
Aide-de-Camp to Major General Smith.

360. **Stationery.** This letterhead and envelope return-address are considered to be in good form:

HEADQUARTERS EASTERN DEPARTMENT
OFFICE OF THE AIDES-DE-CAMP
GOVERNOR'S ISLAND, NEW YORK

(Letterhead)

HEADQUARTERS EASTERN DEPARTMENT
OFFICE OF THE AIDES-DE-CAMP
GOVERNOR'S ISLAND, NEW YORK

(Envelope Return-Address)

361. **Visiting cards.** There is no established custom regarding the form of visiting cards for **aides-de-camp.** The following are often used and are considered in good taste.

LIEUTENANT COLONEL JAMES ALFRED ROSS
UNITED STATES ARMY
AIDE-DE-CAMP TO THE LIEUTENANT GENERAL.

CAPTAIN JOHN ROBERT SMITH

TWENTY-FOURTH UNITED STATES INFANTRY

AIDE-DE-CAMP TO MAJOR GENERAL JONES

LIEUTENANT JOHN ROBERT SMITH

TWENTY-FOURTH UNITED STATES INFANTRY

AIDE-DE-CAMP TO BRIGADIER GENERAL JONES

(NOTE:—On a visiting card it matters not whether an officer is a first or second lieutenant.

Some young officers now put on their card, for example,

Mr. John Robert Smith,
United States Army.

"Mr. Smith" might be a Q. M. Sergeant, a civilian employee or anyone else connected with the army.)

CHAPTER XX

MILITARY ATTACHÉ

362. The proper performance of the duty of MILITARY ATTACHÉ, like the proper performance of any other duty, requires work and attention to business.

363. Requisites of a successful military attaché. Good address, intelligence, tact and industry; knowledge of the language of the country where he is stationed, especially a speaking knowledge, and a sufficient income to live in a fitting manner and associate with his fellows of the diplomatic corps, in a (European) capital.

Officers who have had experience as Military Attaché say a bachelor attached to an embassy should have an annual income of four to eight thousand dollars, and married men should have twice that amount. At most of our legations something less than this would suffice.

364. General Duties. In general, it may be said the duties of a Military Attaché consist in collecting whatever information would be useful, directly or indirectly (to our General Staff), concerning the country where he is stationed; organization, improvements in weapons, inventions, all new ideas and old ones not yet familiar to us. Some of his reports are in answer to questions from his chief, but his most useful ones will generally be original. A good Military Attaché usually finds his own work.

When an officer is appointed Military Attaché he receives a memorandum of instructions from the War Department regarding the nature of his duties, reports to be rendered, etc. He is at the same time designated as a special disbursing agent, Pay Department, and may thus pay himself while abroad. However, whether or not he takes funds and acts as a disbursing officer, is optional. If he does not choose to act as a disbursing officer, he may arrange as follows about his pay: Under the provisions of Par. 1282, A. R., 1910, arrange with the Paymaster General to deposit your pay from month to month to your credit with some bank in the United States; upon reaching your post of duty, get the ambassador or minister to introduce you at some bank and have your personal checks on your bank in the United States cashed there, the same as you would in the States.

While his first duty is the acquirement of professional and technical information a military attaché is also expected to familiarize himself as quickly as possible with the court etiquette and social

usages of his post. A thorough knowledge of these will be of the greatest value to him in all his relations with local officials, with the diplomatic corps (of which he is a member) and with influential individuals.

Many calls are made on military attachés by officers of our Army for information relating to the country to which the **Attachés** are assigned. However, experience has shown that much trouble and annoyance are avoided if no such requests are complied with unless forwarded through the proper channels.

365. Relations (social and official) to the ambassador or minister. He is a member of the Ambassador's official family, directly responsible to him for his conduct, though his reports do not go through him.

He must comply with such instructions as the Ambassador may give him, but should the duties thus assigned him conflict with those assigned by the War Department, or should friction or strained relations arise, the attaché should report the matter to the War Department immediately, and ask to be recalled. In fact, a military attaché, who, for any reason is not on good terms with his Ambassador or Minister, should ask to be relieved.

366. Calls, etc., to be made upon reporting for duty. No rule can be laid down, as customs vary in various countries. A new attaché should have all this from his predecessor, or from a member of the embassy (generally the Senior Secretary), or from the dean of his own body, or if all these fail him, from an officer of the army of the country to which he is accredited.

It is perhaps regrettable that so much time must be consumed in calling, but the mandates of society in this respect are imperative.

367. Stationery (letterheads, etc.) This depends somewhat on the country. Sometimes it is in English, sometimes in French. The military attaché usually has his letter headed, for instance:

American Embassy (or Legation).
Office of Military Attaché.
London.....

While it might seem affected to put a letterhead in French, it must be remembered that diplomatic agreement and custom have authorized the use of this language, and therefore all diplomats are supposed to have a knowledge of it. If each nation should use only its own language for letterheads, the inconvenience that would follow is evident. However, in spite of this there are few places where it would not be correct to use English.

368. Visiting cards. These are practically always in French, except in London. A correct card would be:

Lieutenant Joseph Jones,
Or
Le Capitaine Jones,
Attaché Militaire à l'Ambassade des Etats Unis
d'Amérique, 25 rue Ollivier.

It is not uncommon for bachelors to leave the address off, in which case the Embassy suffices. As a rule embassies are centrally located, and are therefore convenient to persons having communications for military attaché.

It is sometimes convenient to have three different kinds of cards; one in English, for Americans and Englishmen; one in French, for the diplomatic corps, and one in the language of the country, to be used in social intercourse with the people of that country.

369. Miscellaneous. A military attaché represents on every occasion his country and its Army; he must not do or appear to do anything which can lower their prestige. He can afford to go only with the best company; frequent only the best places of amusement, hotels, etc., and present the appearance of a man of rank and dignity. This does not mean that he must ever seem to bother about either.

Whatever he does not know in the way of customs he should ask the Senior Secretary of his Embassy or the dean of the attachés; cultivate cordial relations with comrades and army officers; go about much and be seen and know. Work hard at home and give the appearance outside of being a man of leisure, not over-zealous as to military things. It is entirely unnecessary for him to let others know that he is working hard in his office.

CHAPTER XXI

THE COMPANY*

370. The proper performance of the duty of COMPANY COMMANDER, like the proper performance of any other duty, requires work and attention to business.

The command of a company divides itself into two kinds of duty: **Government** and **Administration.**

The Government includes the instruction, discipline, contentment, and harmony of the organization, involving, as it does, esprit de corps, rewards, privileges, and punishments.

The Administration includes the providing of clothing, arms, ammunition, equipage, and subsistence; the keeping of records, including the rendition of reports and returns; and the care and accountability of Government and company property, and the disbursement of the company fund.

System and care are prerequisites of good administration.

The efficient administration of a company greatly facilitates its government.

THE CAPTAIN†

371. With regard to his company the Captain stands in the same light as a father to a large family of children. It is his duty to provide for their comfort, sustenance, and pleasure; enforce strict rules of obedience, punish the refractory and reward the deserving.

He should be considerate and just to his officers and men and should know every soldier personally and make him **feel** that he so knows him.

He should by word and act make every man in the company **feel** that the Captain is his protector.

The Captain should not be indifferent to the personal welfare of his men, and when solicited, being a man of greater experience, education, and information, he should aid and counsel them in such a way as to show he takes an interest in their joys and sorrows.

When any men are sick he should do everything possible for them until they can be taken care of by the surgeon. He can add

* The term "company" is here used as in the Army Regulations—i. e., as applying to troops of calvalry, batteries of field artillery, companies of infantry and coast artillery and bands of all arms.

† Some of the statements in "The Prussian Campaign—A Tactical Retrospect," Kautz's "Customs of the Service" and Hamilton's "Art of War," are in such accord with the views and experience of the writer that they are here reproduced very nearly verbatim.

371 (contd.)

much to the comfort and pleasure of men in the hospital by visiting them from time to time and otherwise showing an interest in their condition.

In fact, one of the officer's most important duties is to look after the welfare of his men—to see that they are well fed, well clothed and properly cared for in every other way—to see that they are happy and contented. The officer who does not look after the welfare of his men to the best of his ability, giving the matter his earnest personal attention, neglects one of the principal things that the Government pays him to do.

While an officer can gruffly order a soldier to do a thing and have his order obeyed, it should be remembered that, as a rule, human nature, especially American human nature, responds best to an appeal to pride, fairness, justice, reason, and the other nobler instincts of man. It is only in rare instances that the average man will give the best there is in him under coercion or pressure of authority.

There are but few men who have not some good in them, and this good can generally be gotten at, if one only goes about it in the right way. Study your men and try to arouse in them pride and interest in their work.

The soldier first learns to respect, then to honor and finally to love the officer who is strict but just; firm but kind—and this is the officer who will **draw out** of his men the very best there is in them.

Treat your men like men, and remember there is nothing that will so completely take the spirit out of a man as to find fault with him when he is doing his best.

(See Pars. 98 and 426 on the treatment of enlisted men.)

The soldier usually has a decided feeling for his Captain, even though it be one of hatred. With regard to the higher grade of officers, he has respect for them according to regulation; otherwise, for the most part, he is indifferent. At the very most, he knows whether his post or regimental commander keeps him long at drill, and particularly whether he has any peculiar habits. The average soldier looks upon his Captain as by far the most important personage in the command.

There is no position in the army that will give as much satisfaction in return for an honest, capable and conscientious discharge of duty, as that of Captain. There is a reward in having done his full duty to his company that no disappointment of distinction, no failure, can deprive him of; his seniors may overlook him in giving credits, unfortunate circumstances may defeat his fondest hopes, and the crown of laurel may never rest upon his brow, but the reward that follows upon the faithful discharge of his duty to his company he can not be deprived of by any disaster, neglect or injustice.

He is a small sovereign, powerful and great, within his little domain.

THE LIEUTENANT

372. To be able to perform well the duties of captain when the responsibility falls upon him, should be the constant study and ambition of the Lieutenant.

He is the assistant of the captain and should be required by the captain to assist in the performance of all company duties, including the keeping of records and the preparation of the necessary reports, returns, estimates and requisitions. **The captain should give him lots to do, and should throw him on his own responsibility just as much as possible.** He should be required to drill the company, attend the daily inspection of the company quarters, instruct the noncommissioned officers, brief communications, enter letters in the Correspondence Book, make out ration returns, reports, muster and pay rolls, etc., and all **in his own handwriting** until he shows perfect familiarity therewith.

Some captains do all the company work themselves, allowing their Lieutenants to do practically nothing. This, it is thought, is a mistake—it robs the Lieutenant of all initiative, causes him to lose interest in the company, makes him feel like a nonentity, like a kind of "fifth wheel"—it prevents him from getting a practical, working knowledge of company administration—it makes him feel that he is not, in reality, a part of the company.

By allowing his Lieutenants to participate to the greatest extent possible in the government and administration of the company, and by not hampering and pestering them with unnecessary instructions about details, the captain will get out of his Lieutenants the very best that there is in them.

The captain should require RESULTS from his lieutenants, and the mere fact that a Lieutenant is considered inefficient and unable to do things properly, is no reason why he should not be **required** to do them. The captain is by Army Regulations responsible for the efficiency and instruction of his Lieutenants regarding all matters pertaining to the company, and he should **require** them to perform **all** their duties properly, resorting to such disciplinary measures as may be considered necessary. The Lieutenant who can not, or who will not, perform his duties properly is a drag on the company, and such a man has no business in the Army.

Whenever told to do a thing by your captain, do it yourself or see personally that it is done. Do not turn it over to some noncommissioned officer and let it go at that. If your captain wants some noncommissioned officer to do the thing, he himself will tell him to do it—he will not ask you to do it.

It is customary in the Army to regard the company as the property of the captain. Should the Lieutenant, therefore, be in temporary command of the company he should not make any changes, especially

in the reduction or promotion of noncommissioned officers without first having consulted the captain's wishes in the matter.

It is somewhat difficult to explain definitely the authority a Lieutenant exercises over the men in the company when the captain is present. In general terms, however, it may be stated the Lieutenant can not make any changes around the barracks, inflict any punishments or put men on, or relieve them from any duty without the consent of the captain. It is always better if there be a definite understanding between the captain and his Lieutenants as to what he expects of them, how he wishes to have certain things done and to what extent he will sustain them.

If the Lieutenant wants anything from the company in the way of working parties, the services of the company artificer or company clerk, the use of ordnance stores or quartermaster articles, he should always speak to the captain about the matter.

THE CAPTAIN AND THE LIEUTENANTS

373. The company officers should set an example to their men in dress, military bearing, system, punctuality and other soldierly qualities. It should be remembered that the negligence of superiors is the cue for juniors to be negligent.

If the men of a company are careless and indifferent about saluting and if they are shabby and lax in their dress, **the company commander is to blame for it**—company officers can always correct defects of this kind, if they will only try.

The character and efficiency of officers and the manner in which they perform their duties are reflected in the conduct and deportment of their men.

Of course, courage is a prerequisite quality for a good officer, and every officer should seek to impress his men that he would direct them to do nothing involving danger that he would not himself be willing to do under similar circumstances.

If a company officer be ignorant of his duties, his men will soon find it out, and when they do they will have neither respect for, nor confidence in, him.

Company officers should take an active interest in everything that affects the amusement, recreation, happiness and welfare of their men.

An officer just joining a company should learn without delay the names of all the men. A roll of the organization should be gotten and studied.

The responsibility devolving upon company and other officers in time of war is great and serious—they are entrusted with the lives of men, and the lives of their fellow-beings often depend upon their judgment and efficiency. Their mistakes are paid for in human blood. Officers should, therefore, in time of peace by study, application and

otherwise, do everything possible to qualify themselves for their duties and responsibilities in time of war.

What would you think of a pilot who is not capable of piloting a boat trying to pilot a boat loaded with passengers, or of an engineer who is not capable of running a locomotive trying to run a passenger train? You would of course, think him criminal, but do you think he would be more criminal than the officer who is not capable of commanding a company in battle but who tries to do so, thereby sacrificing the lives of those under him?

Every officer should study himself carefully, he should analyze himself, he should place himself under a microscopic glass, so as to discover his weak points—and he should then try with his whole might and soul to make these weak points strong points. If, for instance, you realize that you are weak in applied minor tactics, or that you have no "bump of locality," or that you have a poor memory, or that you have a weak will, do what you can to correct these defects in your make-up. Remember "Stonewall" Jackson's motto: **"A man can do anything he makes up his mind to do."**

The Progress Company, Chicago, Ill., publishes "Mind Power," "Memory," "The Will," "The Art of Logical Thinking" (all by W. W. Atkinson), and several other books of a similar nature, that are both interesting and instructive. "The Power of the Will," by Haddock, for sale by Albert Lewis Pelton, Meriden, Conn., is an excellent book of its kind.

THE FIRST SERGEANT*

374. It has been said the captain is the proprietor of the company and the First Sergeant is the foreman.

Under supervision of the captain, he has immediate charge of all routine matters pertaining to the company.

In some companies it is customary for soldiers, except in cases of emergency, to get permission from the First Sergeant to speak to the company commander at any time. In other organizations soldiers who wish to speak to the company commander away from the company quarters must first obtain the First Sergeant's permission, but it is not necessary to get this permission to speak to the company commander when he is at the barracks.

The First Sergeant is sometimes authorized to place noncommissioned officers in arrest in quarters and privates in confinement in the guardhouse, assuming such action to be by order of the captain, to whom he at once reports the facts. However, with regard to the confinement of soldiers by noncommissioned officers, attention is invited to the Army Regulations on the subject. See also Par. 375A.

* In the absence of the First Sergeant the senior duty sergeant must be appointed Acting First Sergeant. (War Dept. decision, May, 1907.)

375. THE NONCOMMISSIONED OFFICERS

(The status, duties, etc., of noncommissioned officers are covered in greater detail in "Noncommissioned Officers' Manual," by the author. Obtainable from Geo. Banta Publishing Co., Menasha, Wis., or any of the distributers named in the front of this manual. Price, $1.50 postpaid.)

The efficiency and discipline of a company depend to such an extent on the noncommissioned officers that the greatest care and judgment should be exercised in their selection. They should be men possessing such soldierly qualities as a high sense of duty, cheerful obedience to orders, force of character, honesty, sobriety and steadiness, together with an intelligent knowledge of drills, regulations and orders.

They should exact prompt obedience from those to whom they give orders, and should see that all soldiers under them perform their military duties properly. They must not hesitate to reprove them when necessary, but such reproof must not be any more severe than the occasion demands.

The company officers must sustain the noncommissioned officers in the exercise of their authority, except, of course, when such authority is improperly or unjustly exercised. If they do wrong, they should be punished the same as the privates, but if it be simply an error of judgment they should merely be admonished. A noncommissioned officer should never be admonished in the presence of privates.

Judicious praising of noncommissioned officers in the presence of privates is not only gratifying to the noncommissioned officer, but it also tends to enhance the respect and esteem of the privates for him.

In addition to dividing the company into squads, each squad being under a noncommissioned officer as required by the Army Regulations, the company should also be divided into sections, each section being in charge of a sergeant. The squads and sections should, as far as possible, be quartered together in barracks, and the chiefs of squads and the chiefs of sections should be held strictly responsible for the conduct, dress, cleanliness, and the care of arms of the members of their respective squads and sections. Not only does this throw the corporals and the sergeants upon their own responsibility to a certain extent, but it also impresses upon them the importance of their position, and gets the privates in the habit of realizing and appreciating the authority exercised by noncommissioned officers.

When practicable, the noncommissioned officers should have separate rooms or tents, and should mess together at tables separate

† A Lance Corporal is not a noncommissioned officer, and hence it is not necessary to obtain authority to detail him on extra duty. J. A. G. and Sec'y of War, July, 1896.

from the privates; for, everything that conduces to familiarity with inferiors tends to lower the dignity of the noncommissioned officers' position.

Throw your noncommissioned officers upon their own responsibility—throw them into deep water, so to speak, where they will either have to swim or sink. You can never tell what a man can really do until you have given him a chance to show you—until you have put him on his mettle—until you have tried him out. And very often men who seem to have nothing in them, men who have never before been thrown upon their own responsibility, will surprise you.

Do all you can to make your noncommissioned officers realize and appreciate the importance of their position. Consult them about different matters—get their opinions about various things. When going through the barracks at Saturday morning inspection, for instance, as you come to the different squads, have the squad leaders step to the front and follow you while you are inspecting their respective squads. If you find anything wrong with a man's bunk, speak to the squad leader about it. Also ask the squad leaders various questions about their squads.

Not only does such treatment of noncommissioned officers make them appreciate the importance, responsibility and dignity of their position, but it also gives them more confidence in themselves and raises them in the eyes of the privates.

Noncommissioned officers should always be addressed by their titles, by both officers and soldiers.

Noncommissioned officers are forbidden to act as barbers, or as agents for laundries, or in any other position of a similar character. (Cir. 34, '07.)

Everything possible should be done by the company officers to instruct the noncommissioned officers properly in their duties.*

So far as the company is concerned, the noncommissioned officers are expected to assist the company commander in carrying out his own orders and those of his superiors—they should see that all company orders are obeyed and that the known wishes of the captain are carried out. If, for instance, the captain should tell the first sergeant that the men in the company may play cards among themselves, but that noncommissioned officers are not to play with privates and that men from other companies are not allowed to take part in, or to be present at the games, then it is the duty of the first sergeant to see that these instructions are carried out—it is his duty to make frequent inspections of the tables at which the men may be playing and see that no noncommissioned officers are playing and

* Silicate Roll Blackboards, which are perfectly flexible and can be rolled tightly, like a map, without injury, may be obtained from the New York Silicate Book Slate Co., 20 Vesey St., New York. They are made in various sizes, but about the most convenient for use in noncommissioned officers' school is No. 3, three by four feet.

that no outsiders are present. The first sergeant who confined himself to publishing the order to the company and then doing nothing more, would be neglectful of his proper duty. (See Par. 424-7.)

Noncommissioned officers clothed in the proper uniform of their grade are on duty at all times and places for the suppression of disorderly conduct on the part of members of the company in public places. Men creating disorder will be sent to their quarters in arrest and the facts reported to the company commander without delay.

Noncommissioned officers can do much to prevent the commission of offenses by members of their commands, both when on and when off duty, and such prevention is as much their duty as reporting offenses after they are committed; in fact, it is much better to prevent the offense than to bring the offender to trial.

Company commanders should drill their noncommissioned officers thoroughly in the principles of discipline, Chapter XXII, Par. 420.

375A. Noncommissioned officers authorized to confine enlisted men. A company or detachment commander may delegate to his noncommissioned officers the authority to confine enlisted men in the guardhouse and to place them in arrest in quarters, provided the case is immediately reported to the company or detachment commander, who confirms the act of the noncommissioned officer and adopts it as his own.—W. D. decision, December, 1905.

376. Appointment. The appointment of noncommissioned officers is generally made upon the mere recommendation of the company commander. In some regiments, however, as a precaution against unjust overslaughing, a full explanation is required when the appointment recommended is out of the regular order of promotion.

In the case of promotion of corporals to sergeants, the rank of the corporal relative to the other corporals of the company should be stated, and if the man recommended is not the senior corporal of the company, the reasons for his preferment should be given.

In a few regiments company commanders are required to give the reason inducing them to make the recommendation, length of service as private and previous service, if any, as noncommissioned officer, etc.

The provision in the Army Regulations that company noncommissioned officers shall be appointed by the regimental commander upon the recommendation of the company commander, makes the men dependent upon the captain for promotion on one hand and on the other hand places the appointment so far within the control of the regimental commander that the company commander can exercise arbitrary or unjust power. The same principle is true in the reduction of noncommissioned officers.

The company commander being most interested and having greater opportunities to know of the merits of the case, the regi-

mental commander usually has little else to do than merely to confirm the recommendation. The recommendation of the company commander should not be opposed except for manifest and excellent reasons. The appointing power is intended as a check to be used only when it is manifest there is injustice or vindictiveness or the appointment is not in the interests of the service.

A wholesome, beneficial spirit of competition may be made to obtain in the company by appointing noncommissioned officers by competitive examinations, **care being taken to make the examinations oral and practical and not written and "bookish."** For example, in the case of a prospective vacancy in the grade of sergeant, announcement is made to the corporals as long ahead of time as possible, that a competitive examination in certain subjects will be held on a certain day, to fill the vacancy.

Vacancies in the grade of corporal are likewise filled by competitive examination, only such privates as are recommended by one or more noncommissioned officers and such as are designated by the company commander, being allowed to compete.

Of course, in these examinations soldierly qualities and military record are given a proper rating.

377. Reduction and resignation. A noncommissioned officer should never be reduced to ranks, except for grave and sufficient reasons. Nothing demoralizes the noncommissioned officers of a company so much and upsets discipline to such an extent as the feeling that upon the slightest pretext or fancy one is to be sent back to the ranks, to associate with the privates he has been required to discipline.

In some regiments noncommissioned officers are permitted to send in formal resignations, while in other regiments they are not, but, with the approval of the company commander, they may ask for reduction, giving proper, satisfactory and specific reasons. Of course, resignations submitted in a spirit of insubordination or pique should not be considered, nor should they ever be in substitution for deserved disciplinary punishment. If a noncommissioned officer has good reasons for requesting reduction and the granting of the request would not result in detriment to the company, there is no reason why his application should not be favorably considered. However, in such a case, the noncommissioned officer should consult his company commander before submitting his request in writing. It is thought the preponderance of custom is against considering formal resignations.

THE DUTIES OF THE NONCOMMISSIONED OFFICERS

378. The duties of the noncommissioned officers should be clearly and definitely defined, being reduced to print or writing, and posted in some convenient, accessible place.

The following are those usually outlined:

The First Sergeant. 1 He has immediate charge of all company property, books, papers and records, in the care and keeping of which he is assisted by the other noncommissioned officers and the company clerk.

2 Every day at "First Sergeant's Call" he will repair to the adjutant's office and get the company morning report, together with a list of the noncommissioned officers and the number of privates required for guard the next day. He will also receive from the sergeant major such orders, communications, etc., as may be given him for the company officers. He will show the company officers, without delay, all orders and instructions affecting them or the company and deliver to them such communications as may be addressed to them.

3 After "First Sergeants' Call" he will prepare a list of the names of the noncommissioned officers and privates detailed for guard the following day. This will be posted on the company bulletin board*, and published at retreat.

He will publish to the company at retreat all post general orders received that day, or that have not yet been read to the men.

4. Every morning, immediately after breakfast, he will turn out as many men as may be necessary to police the barracks and the grounds around the quarters. (This is sometimes done by the noncommissioned officer in charge of quarters.)

5 Every Friday he will ascertain from the company commander the uniform for Saturday morning inspection and will notify the company officers and the company accordingly.

6 He will notify the mess sergeant of the soldiers who are absent on duty and for whom meals must be saved.

7 He will see that all drawers, lockers and boxes are opened at the weekly, monthly and other formal inspections of quarters and that the Morning Report, the Correspondence Book and all other record books are laid out and opened for examination on such occasions.

8 He will see that camphor balls (or coal oil and lye) are kept in the urinals and that all metal door knobs, faucets and other metal parts around the quarters are kept properly polished. He will also see that all window panes are kept clean. (Sometimes done by the noncommissioned officer in charge of quarters.)

9 He will see that members of the company who appear as witnesses before general courts-martial wear the proper uniform.

10 He will see that no liquor of any description is brought into the quarters.

379. The Supply Sergeant. He is charged with; (a) Proper care and police of the storerooms; (b) care and custody of all company

* Every company should have a large bulletin board, hung in some convenient place, on which will be posted all orders, notices, etc., affecting the company.

Ordnance, Quartermaster, and other property and equipment, together with the records pertaining to same.

He will familiarize himself thoroughly with Ordnance Dept. pamphlet No. 1965, "Instructions for the Care and Repair of Small Arms and Ordnance Equipment," and with G. O. 26, War Dept., 1917, giving table of credit allowances and instructions regarding the disposition of unserviceable Ordnance property. Also, by visiting the office of the post ordnance officer and conferring with the ordnance sergeant he will ascertain just exactly what spare parts may be obtained and what tools may be borrowed from the ordnance office for the repair of ordnance property.

The company mechanic is under his orders.

380. The Mess Sergeant. He is charged with the proper preparation and supply of food, and will constantly endeavor to improve the company mess by effecting variety and better cooking.

He will daily submit to the company commander a bill of fare for the day.

He is responsible for the cleanliness of the dining room, and everything pertaining thereto in the way of tables, tableware, etc.; he is responsible, too, for the cleanliness of the kitchen and storeroom and the porch pertaining to same; also, the garbage and ash cans, and their platforms.

He is especially charged with seeing that the dining room, kitchen and storeroom and everything pertaining thereto, are in a clean, ship-shape condition for Saturday morning and other inspections, and that all boxes, barrels and other receptacles containing supplies are opened at inspections.

Once each week (usually on Friday) he will have **everything** removed from all shelves in the storeroom, dining room and kitchen, and have the shelves thoroughly cleaned.

He will see that no men loiter in the dining room or kitchen, and that no food is given to unauthorized persons.

He will familiarize himself with the duties of the Mess Sergeant as laid down in the Manual for Army Cooks.

The cooks and kitchen police are subject to his orders.

381. The noncommissioned officer in charge of quarters. The old noncommissioned officer in charge of quarters, accompanied by the new noncommissioned officer in charge of quarters, both wearing side arms and white gloves, will report every morning to the company commander.

Form of Reporting.

Old N. C. O. in Charge of Quarters, saluting: "Sir, Sergeant Smith reports as old noncommissioned officer in charge of quarters. There is nothing special to report" (or "I would report that, etc.," reporting absentees from check inspection, from inspection for men in confinement, etc.).

381 (contd.)

Captain: Very well, you are relieved. (The N. C. O. salutes and leaves.)

New N. C. O. in Charge of Quarters: "Sir, Corporal Jones reports as new noncommissioned officer in charge of quarters."

Captain: Carry out the usual instructions. (The N. C. O. salutes and leaves.)

To receive the instructions from the old noncommissioned officer in charge of quarters.

To visit at various times the different squad rooms, the amusement room, the lavatory, the kitchen and other parts of the barracks to see whether everything is all right.

To report to the company commander when relieved any absentees from inspection for men in arrest or confinement; any broken, injured or damaged property in the barracks; all violations of barrack regulations and all unusual occurrences of whatever nature.

To report all special fatigue parties to the provost sergeant.

To take the sick and the sick report to the hospital at sick call and other times.

To ascertain from the first sergeant the names of the men in arrest or confined to barracks and to see that they do not leave same without proper authority.

To see that all the faucets are properly turned off when not in use and that no water is wasted.

To avoid the unnecessary use of electric lights and to see that no unauthorized lights burn in barracks after hours.

From the time he marches on until 9 p. m., to be within hearing of the telephone as much as possible and when without hearing of the telephone ring to see that someone is within such hearing.

Proper policing of quarters, other than that portion otherwise assigned.

Proper policing of grounds around company. (Sometimes done by the first sergeant.)

He will accompany the company commander on his daily inspection of the barracks.

To see that no loud noise, disturbance or disorder occurs in quarters, and that no unauthorized persons enter the barracks.

The new noncommissioned officer in charge of quarters, accompanied by the old noncommissioned officer in charge of quarters will verify the number of rifles in the arm-racks and he will keep the arm-racks locked at all times, retaining the keys.*

To see that no liquor of any description is brought into quarters.

He will have charge of the company mail, collecting, mailing and distributing the same.† (Often done by the company clerk.)

* Some company commanders require the new N. C. O. in charge of quarters to verify and give written receipt to the old N. C. O. for (so many) rifles and the keys.

† In every company there should be kept in some convenient place a mail box with a lock.

He will not leave the barracks during his tour of duty unless his duties require him to do so.

The room orderlies are subject to his orders.

He will be present at all meals and will be responsible for order in the dining room. He will report all misconduct, waste, etc.

He will familiarize himself with all barrack regulations and company orders, verbal and written, and not only will he report all violations of same, but he will also see that the known wishes of the company commander as well as all known orders from whatever source affecting the company, are carried out.

382. Noncommissioned officers in charge of squad rooms. The senior noncommissioned officer in each squad room is in charge.

He is responsible that corporals in charge of squads perform the duties assigned them and in the temporary absence of corporals may designate privates to perform their duties.

He will see that all post and company orders in regard to uniformity of bunks, bedding, clothing, etc., are strictly carried out.

He will see that the lights in his squad room are extinguished at the proper time.

He will see that no liquor of any description is brought into his squad room.

He will see that the room is properly ventilated and in cold or windy weather that the windows are lowered from the top and not raised from the bottom.

He will be in charge of the policing of his squad room when general policing is ordered.

He will be present at the check of each man's clothing and will report any shortage to the company commander. (Clothing should be checked about once a month.)

He will keep posted in the squad room the number of rifles in each rack.

383. Chiefs of squads. To inspect their squads on the company parade before all inspections under arms.

To see that each man polices about his bunk, folding his bedding in the prescribed manner, immediately after breakfast. They will designate soldiers to look after the bunks, floor space, etc., of members of the squads who may be absent.

Every Saturday morning before the regular inspection, every chief of squad will inspect the bunks, lockers, shoes and barrack bags of the members of his squad. Not only will he see that every man has everything that he is supposed to have, but he will also see that every article of equipment is in good condition. When his squad is inspected at inspection of barracks he will report to the company commander any deficiencies in the equipments.

To make an accurate check once a month, immediately after muster, of all clothing in possession of soldiers and all equipment

issued them. They will report the result of this check to the non-commissioned officer in charge of squad room.

They will be in charge of their respective squads when general policing is ordered.

384. Company clerk. All work in the company office is strictly confidential, and under no circumstances will any information pertaining to the business of the office be divulged.

The following are the duties of the company clerk:

1 **Preparation of returns, rolls, reports, requisitions, etc.** To prepare the company morning report, the sick report, ration returns, company returns, the pay rolls, the muster rolls, discharges, final statements, reports, requisitions, etc., and to keep the data necessary with which to make out these papers. It is his duty to keep track of the time when periodical reports are to be made and to see that they are prepared and submitted on time.

2 **Correspondence Book, Document File, and Correspondence.** He is also charged with looking after the Correspondence Book and Document File and under the supervision of the company commander he writes all letters and indorsements connected with the administration of the company.

3 **Files of Orders.** To file all War Department and other orders received and to see that the files are complete, reporting to the company commander any missing orders. When an order is received revoking or modifying in any way a previous order, the fact of revocation or modification, with number and year of revoking or modifying order, will be noted on the order revoked or modified.

4 **Keeping War Department publications posted.** To keep the Army Regulations, Drill Regulations, Uniform Regulations, and all other War Department publications in the company posted to date by pasting therein the changes, as required by G. O. 11, W. D., 1912.

5 **Blank Forms.** To see that there is always on hand a supply of all blank forms. In case any form is about to be exhausted, he will at once notify the company commander.

6 **Writing official letters for members of company.** Under the supervision of the First Sergeant, to write for members of the company applications for furlough, applications for discharge by purchase and other letters of an official nature.

7 **Furnishing information to members of the company.** To furnish members of the company such information as they may desire regarding orders, Army Regulations, and other kindred matters.

Observance of the following will add to the efficiency and usefulness of the company clerk:

(a) When an officer severs his connection with the company, or when the company commander is to be absent from the company for a month or more, remind the company commander about completing the efficiency reports to date.

(b) Enter in the correspondence book the fact and the date of mailing of muster rolls, pay rolls, company returns, and all other papers, reports, and returns that are not made of record in the Document File.

(c) Open at the proper place deposit books or other books or any folded paper that you may put on the company commander's desk or that you may present to him for his signature.

(d) Always read every post, regimental, department, War Department order, and all bulletins and changes, that are received.

385. Usual duties of room orderlies. To be present at all times, particularly when the company is away from quarters on drill or other duty; to guard the property of the company as well as that of the members of the company, seeing that no person interferes with property that does not belong to him, and that no unauthorized persons enter the barracks; to look after fires and lights, extinguishing them at taps;* to police such parts of the barracks as are not assigned individual soldiers; to keep the spittoons clean; to see that the rooms are properly ventilated;* to look after the company amusement room, having charge of the pool table, phonograph, etc.; to have charge of the library, keeping the papers, books, etc., in order;† to report to the noncommissioned officer in charge of quarters any irregularities that occur.

386. General.‡ Every soldier will take at least one bath each week, reporting to his squad leader as soon thereafter as practicable.

No one is allowed in the kitchen except on duty.

No books, papers or magazines will be taken from the company library, except by authority from the person in charge.

The hair must be cut short, beard neatly trimmed or face cleanly shaved.

Only the articles issued to a soldier are authorized to be worn.

Intoxicating liquors will not be introduced into the barracks.

No women are allowed in the barracks, kitchen or other quarters pertaining to the company, except with written permission.

Gambling in the barracks is prohibited.§

No loud or boisterous noise is permitted.

(NOTE—Room orderlies are usually placed on special duty, being excused from drills, ceremonies and all other duties that will take them away from barracks.)

In the afternoon from 1 to 4 o'clock, there shall be absolute quiet in the squad rooms, so that the men who wish to take a nap may do so. Shoes will be removed before entering the squad rooms after tattoo, and no noise will be permitted after that hour.

* Sometimes done by the N. C. O. in charge of the squad room.

† In case of extensive libraries, sometimes a specially designated noncommissioned officer is placed in charge.

‡ These general regulations should be kept posted on the company bulletin board.

§ There is considerable difference of opinion in the Army as to what action, if any, should be taken to regulate gambling in the barracks. Some of our best officers never give any orders either for or against gambling.

386 (contd.)

The bunks must be kept clean and free from vermin.

Bedding will be aired every Friday.

Each soldier's name will be hung at the foot of his bunk.

Each soldier must keep the floor under his bunk and on each side clean; it will be swept daily.

No spitting on the floors or throwing pieces of cigars or cigarettes on them.

Articles that are to be thrown away will be put in the receptacle provided for the purpose, and no refuse or trash will be thrown on the floor, out of windows on the roofs of porches, or on the ground in the vicinity of the buildings.

Lockers will be neatly kept and at inspections will be opened with tray arranged as prescribed by the company commander.

Doors and drawers to wardrobes must be opened at inspections.

Shoes, particularly overshoes, must be carefully cleaned before entering the barracks.

Shoes, mattress, and bedding will be kept as directed by the company commander.

The walls and woodwork of the barracks will not be defaced by driving nails, or in any other manner.

Civilian clothing must not be kept in a soldier's possession. It should be turned in and put in the store room.

Soldiers are forbidden to have revolvers in their possession and to carry pistols, razors and other such weapons.

Soldiers will not appear on the porch of barracks in white or fancy colored shirts, without blouses.

At school call soldiers detailed for instruction will fall in on the company parade and be marched to the school-room by the noncommissioned officer in charge of quarters, who will report them to the teacher, accounting for absentees.

Soldiers who get married will at once notify the company commander. (Those intending to reënlist should get the regimental commander's permission to marry, as he may otherwise prevent their reenlistment.)

Soldiers desiring to see the surgeon will report to the first sergeant immediately after reveille and have their names entered on the Sick Report Book. At sick call they will be marched to the hospital by a noncommissioned officer.

Soldiers wishing to speak to the first sergeant, will knock and uncover before entering the company office, and will leave as soon as they have stated their business.

Soldiers will go to their meals in an orderly manner, properly dressed and in regulation uniform.

In muddy or snowy weather soldiers will use the mud scrapers and mats near the entrances to barracks.

Men who do not take advantage of their passes will so report to the commander of the guard, and men whose names are on the pass

list must attend all drills, exercises and schools of instruction while they are in the post, unless especially excused by the company commander.

Soldiers suffering with venereal diseases will use the water-closet and the bath room marked "For Venereal Patients Only." The violation of this regulation will be severely punished and all soldiers in protection to themselves are enjoined to report at once all offenders.

No loitering will be allowed in the company office. However, soldiers will always have access to the office for the purpose of seeking information from the company clerk or for the purpose of consulting, under the supervision of the first sergeant or the company clerk, the files of orders and circulars—the first sergeant or company clerk must always be present. In their absence no soldier must enter the office unless sent there by an officer.

The soldiers of the company may have their application for furloughs and other communications written or typewritten by the company clerk, and under no circumstances will he ever charge or accept any fee for the work.

The articles in the wall locker will be arranged as follows:

Top shelf—Caps and campaign hats.

Middle compartment, hung on hooks—Overcoat, blouse, trousers, haversack (containing meat can, knife, fork and spoon), pistol holster, saber and attachments, spurs, cartridge belt, canteen and belt. Clothing in center, equipment on the sides.

Middle compartment, on the bottom—Stable and fatigue clothing in daily use. These should be neatly folded. Leggings.

Bottom drawers, neatly folded to the same size and placed with folded edges up—Undershirts, drawers, extra stable clothes, mattress cover, fatigue clothes, shelter half, blue shirts.

The articles in the foot locker will be arranged as follows:

Beneath tray, folded and arranged as above—Shirts, sheets, pillow cases, summer and extra underclothing, towels, stockings, furs.

Tray—Cleaning and toilet and other small articles.

Equipment must be marked with soldier's number, and clothing with name.

387. Laundry. All soiled clothes with a list of articles, will be sent to the laundry every Saturday morning.

All articles will be plainly marked in indelible ink, with the name of the owner.

Under no circumstances will soiled clothing be allowed to accumulate for two or more weeks. No allowance will be made by the laundry when laundry is not sent in for two or more weeks.

Claims for articles lost must be made within two days after the return of the laundry.

Soldiers who fail to send in itemized lists will accept the laundry count.

Chiefs of squads will see that their men mark their clothing as directed.

388. Contentment and harmony. The officers of the company should do everything possible to make the organization contented and harmonious. Contentment and harmony are not only conducive to good discipline and efficiency, but they also make the government of the company easy and reduce desertions to a minimum.

The showing of favoritism on the part of the captain is always a cause of great dissatisfaction amongst the soldiers in the company. Soldiers do not care how strict the captain is, just so he is fair and impartial, treating all men alike.

389. The mess. The captain should give the mess his constant personal attention, making frequent visits to the kitchen and dining room while the soldiers are at meals so as to see for himself what they are getting, how it is served, etc.

It is not saying too much to state that, in time of peace, a good mess is the real basis of the contentment of a company.

Ascertain what the soldiers like to eat and then gratify their appetites as far as practicable.

Be careful that the cook or the quartermaster sergeant doesn't fall into a rut and satiate the soldiers day after day with the same dishes.

Some company commanders require the noncommissioned officer in charge of the mess to submit to them every morning, on printed blank slips, the menu for the next three meals.

(Form)

Company "A," 24th Infantry

BILL OF FARE

.....1907

DINNER.

.....

(8 lines.)

SUPPER.

.....

(6 lines.)

BREAKFAST.

.....

(7 lines.)

.....

.....

In charge of mess.

Give the ration your personal attention—know yourself what the company is entitled to, how much it is actually getting, what the savings amount to, etc. The following plan has been tried and found excellent:

The running of a company mess affords a good field for initiative and ingenuity. When practicable a cow or two may be kept and a few pigs fatted with slops from the kitchen.

The raising of hogs, if properly conducted, is a fine paying proposition for the company fund. Not only is the company kept supplied with fresh pork and lard, but all, or nearly all, the bacon component of the ration can be saved.

In many places chickens can be raised with but little expense and trouble. Some officers have been known to use chicken incubators with splendid results. In localities where there is much fish, a fish net will be found a good investment. (In some States, however, the use of nets is prohibited.)

"THE HANDLING OF THE STRAIGHT RATION AND BAKING BREAD," by Capt. Holbrook (Franklin Hudson Pub. Co., Kansas City, Mo., publishers), is also an excellent book on the subject.

"The Mess Officers' Assistant," by Capt. Holbrook, is recommended to officers desiring to study food values, elementary principles of nutrition and cooking and the handling of the ration. Bulletin No. 100, Bureau of Chemistry, entitled "Some Forms of Food Adulteration and Simple Methods for their Detection," published by the U. S. Dept. of Agriculture, and "Select Methods of Food Analysis" by Leffman & Beam, published by P. Blakiston's Son & Co., Philadelphia, go into the subject of food much more exhaustively than "The Mess Officers' Assistant" does.

390. Library and amusement room. A library and an amusement room, supplied with good books, magazines, papers, a billiard or pool table, and a phonograph, are a source of much pleasure and contentment.

Before purchasing books for a company library, it will be well to bear in mind that the average man in the company has but a fair common-school education. It takes something more than a high-school education to develop the average mind to an appreciation of the true worth of good literature. But there is one thing that the average enlisted man will be found to have developed to a remarkable degree, and that is the spirit of adventure—the spirit that induces the average man or youth to leave his home to become a soldier.

There is no reason why this spirit should not be cultivated to a greater extent by giving the men of the company books suitable to their tastes. For this reason, instead of loading up the library with ancient and modern classics, books on geography, travel, adventure, outdoor and indoor amusements, as well as short stories and good, stimulating essays, should occupy a prominent place on the library shelves. Of course, professional books must on no account be lost sight of; for what professional man would attempt to build

up a library and leave out the ones most essential to his art or craft? For instance, for purposes of instruction, as well as to give the men a better taste for their profession, what better type of book on the minor operations of war could be procured than Baden-Powell's "War in Practice"? This is only one book of dozens that the average enlisted man simply craves to get hold of. There is an account of the Spanish-American War published by the Navy Department, under the title of Spanish-American War Notes, which should be in the library of every organization of the Regular Army and the National Guard. History and biography, especially **American Military History and Biography;** books about books, such as Cody's "How to Read and What to Read"; books of reference, such as Webster's Dictionary and the International Encyclopaedia, should not be forgotten in the building up of a company library.

One great advantage of having a number of professional books in the company would be to develop in the mind of the average enlisted man a great respect for his officers and noncommissioned officers; because these very books on his own profession would make it clear to him that those placed over him must possess more than **ordinary** knowledge of their profession before they can be promoted to hold any position of authority. This reason alone should serve to cause the building up of a sort of military library, not of the books of one branch of the service either, but books belonging to all branches of the service. The very fact of the men having access to books of all branches of the service would develop in them a far greater interest in the service; they would soon learn what relation each particular branch bears to the others—what their particular rôles are in time of war—how impossible it is to wage any kind of successful warfare without the co-operation of all arms, and so on. Another result, too, perhaps, would be a deeper and broader sympathy for the other arms of the service—a sympathy that would soon develop into greater intercourse, comradery and army esprit de corps.

391. **Athletic apparatus.** A judicious investment of the company fund in base balls, bats, dumb bells, Indian clubs, boxing gloves and other athletic goods, and the encouragement of baseball, basketball, quoits, etc., are in the interest of harmony and happiness.

392. **Carpenters' tools.** A chest of carpenters' tools, or any other mechanical tools and implements that will furnish occupation during leisure hours for the mechanically inclined soldiers in the company, is also a good investment.

393. **Grindstone.** A small grindstone about six inches in diameter, to sharpen kitchen knives, etc., is a convenience.

394. **Potato parer.** An economical potato parer, which not only saves times, but also wastes less of the potato than paring by hand, can be put to good use in the kitchen.

395. **Handcart.** If the company has not a handcart, effort should be made to get one from the Quartermaster Corps. A handcart is

one of the greatest conveniences that a company can have. Not only is it always at hand for the transportation of rations, clothing and other supplies drawn by the company, but it can also be used continually around the company for various purposes.

396. Rewards and Privileges.

1 Deny all passes and requests for privileges of men whose conduct is not good, and on the other hand grant to men whose conduct is good as many indulgences as is consistent with discipline.

2 Judicious praise in the presence of the first sergeant, a few noncommissioned officers, or the entire company, depending upon circumstances, very often accomplishes a great deal. After the according of such praise, let your action toward the man show that his good conduct is appreciated and that it has raised him in your estimation, and make him feel you are keeping your eye on him to see whether he will continue in his well doing.

3 Publication of commendatory orders, desirable special duty details, etc.

4 Appointment as noncommissioned officer.

5 Meritorious conduct of importance should be noted in the soldier's military record and also on his discharge.

6 At the weekly company inspection, each chief of squad picks out the neatest and cleanest man in his squad—the captain then inspects the men so selected, the neatest and cleanest one being excused from one or two hours of kitchen police, and some other disagreeable duty; or given a two days' pass.

NOTE—Some officers do not think that good conduct should be especially rewarded, but that if all soldiers be held strictly accountable for their actions by a system of strict discipline, good conduct attains its own reward in the immunities it enjoys. However, the author does not share this view of the matter.

397. Company punishment. The 104th Article of War authorizes company commanders, in the case of minor offenses* not denied by the accused, to impose disciplinary punishment without trial, unless the accused demands trial.

398. Some Efficacious Forms of Extra Fatigue.

1 Extra fatigue under the mess sergeant or the noncommissioned officer in charge of quarters, cleaning up around and in the company quarters, scrubbing pots, scouring tin pans, polishing stoves, cutting wood, policing the rears, cutting grass, pulling weeds, polishing the brass and nickel parts in the water-closets and bath rooms, washing and greasing leather, cleaning guns, boiling greasy haversacks and polishing the brass buckles, etc., and in camp, digging drains and working around slop holes.

If the work be done well the offender may be let off sooner—if the work be not done well, he may be tried for it.

* For example, noisy or disorderly conduct in quarters, failure to salute officers, slovenly dressed at formations, rifle equipments not properly cleaned at inspection or other formations, overstaying pass, short absences without leave and absences from formations (especially for first offense).

2 Men may not be allowed to leave the immediate vicinity of the barracks for periods ranging from one to ten days, during which time they are subject to all kinds of disagreeable fatigue, and required to report to the N. C. O. in charge of quarters at stated hours.

3 Breaking rocks for a given number of days. For every man so punished, a private of the same company is detailed as a sentinel and for every four men a corporal is detailed in addition—the idea being to cause every man in each organization to take an interest in preventing his own comrades from violating rules and regulations.

4 When two soldiers get into a row that is not of a serious nature, a good plan is to set them at work scrubbing the barrack windows—one on the outside and one on the inside, making them **clean the same pane at the same time.** They are thus constantly looking in each other's faces and before the second window is cleaned they will probably be laughing at each other and part friends rather than nursing their wrath.

NOTE—Some company commanders follow, for moral effect, the practice of publishing to their companies all summary court convictions of soldiers belonging to the organization.

399. Withholding of Privileges.

1 Withholding of passes and of credit at the post exchange.

2 Withholding of furloughs.

400. Control of drunken and obscene men. In order to control drunken and obscene men, they have been bucked and gagged until sufficiently sober to regain self-control and quiet down. The use of a cold water hose in such cases has been known to accomplish good results. Great care and judgment, however, should be exercised and no more force used than is absolutely necessary.

It may also be said that persistently filthy men have been washed and scrubbed.

401. Payment of debts. It is neither desirable nor customary that company commanders should act as collectors of private debts owed soldiers or civilians by members of their companies. However, in the case of just, proper and lawful debts, it is customary for a company commander to use his persuasive powers to make the soldier meet his obligations. Where it is evident a soldier has contracted a debt with fraudulent intent, or that his action in the matter is such as to reflect discredit upon the character and standing of the Army, the question becomes one of conduct to the prejudice of good order and military discipline, and suitable action for payment should be taken. In aggravated cases, charges are sometimes preferred under the 62d Article of War.

Under date of June 2, 1910, concurred in by the Secretary of War, June 6, 1910, the Judge Advocate General of the Army decided that when an enlisted man fails to pay a just debt after his attention has been drawn thereto by his company commander, it is within the authority of the latter to prefer charges against the soldier.

402. Saturday morning and other company inspections are intended to show the condition of the organization regarding its equipment, military appearance and general fitness for service, and the condition of the quarters as regards cleanliness, order, etc. Usually everyone except the guard, one cook, and others whose presence elsewhere can not be spared, are required to attend inspections, appearing in their best clothes, their arms and accoutrements being shipshape and spick and span in every respect.

A man appearing at inspection with arms and equipments not in proper shape, especially if he be a recruit or if it be his first offense, may be turned out again several hours later, fully armed and equipped, for another inspection, instead of being tried by summary court.

403. Property Responsibility. Special attention should be given to the care and accountability of all company property.

1 All property (tents, axes, spades, chairs, hatchets, etc.), should be plainly marked with the letter of the company.

2 Keep a duplicate copy of every memorandum receipt given for property, and when such property is turned in or another officer's memorandum receipt is given covering the property, don't fail to get your original memorandum from the quartermaster.

3 See that the quartermaster gives you credit for all articles turned in, or property accounted for on statement of charges, proceedings of a surveying officer or otherwise.

4 Have a settlement with the quartermaster at the end of every quarter as required by Army Regulations, taking an inventory of all property held on memorandum receipt and submitting to the quartermaster a statement of charges and a certified list of the china and glassware unavoidably broken during the quarter.

5 Keep an account of all articles issued to the men, turned in to the quartermaster, condemned, expended, lost, stolen or destroyed.

6 Worn out and unserviceable property should be submitted to the action of a surveying officer as soon as practicable.

7 Property that is to be submitted to the action of a surveying officer or an inspector should always first be carefully examined by the responsible officer in person, who should be prepared to give all necessary information in regard to it.

The property should be arranged in the order of enumeration in the survey or the inventory report, and should be arranged in rows of five, ten, or some other number, so that the numbers of the various articles can be counted at a glance.

The Army Regulations require that the responsible officer shall be present at the inspection of property by a regular inspector. He should also be present when property is acted on by a surveying officer.

404. **Sale of clothing.** Company commanders sometimes have considerable trouble with soldiers selling their clothing. The following has been found very efficacious in stopping the practice:

1 Have Sections 3748 and 5438, Revised Statutes, U. S., published where they will be seen by civilians likely to buy clothing.

2 Under the supervision of the chiefs of squads, have all clothing plainly marked as soon as drawn.

3 Prohibit men from loaning any article of clothing.

4 Require the chiefs of squads to keep an accurate record of all clothing in possession of their men, verifying the same by frequent inspections.

5 Require every man to report at once to his chief of squad and then to his company commander any alleged loss of clothing.

6 Old and worn-out clothing must not be thrown away until inspected and condemned by the company commander.

Designate one day each week for the condemning of clothing.

7 Every Saturday morning, after inspection, check up the clothing of two or three men selected at random.

8 Men should invariably be punished for selling, giving away, or negligently losing their clothing.

405. **In the matter of the procedure to be taken in securing evidence against purchasers of uniform clothing, etc.,** from enlisted men, and in prosecuting such purchasers, the following steps (resulting most successfully in convictions in several cases) were pursued by Captain J. J. Bradley, 14th Infantry, Judge Advocate, Department of the Columbia:

First, it was found that the undivided attention of an officer in entire sympathy with the object and willing to heartily co-operate in the undertaking was essential, and one should be detailed on special duty for that purpose.

Second, the names and exact descriptions of the locations of those engaged in the business of buying clothing, etc., from soldiers should be obtained, to be used when applying for Search Warrants and Warrants of Arrest. This information may be obtained by inquiries among company commanders, enlisted men and civilians, by reference to records of trials by summary courts for violations of the 17th Article of War, and by passing and visiting (incog.) the places suspected.

Third, having learned who the offenders are, decide upon two or three of the principal ones for prosecution, whose convictions would have the most deterrent effect upon others.

Property owners who have something at stake should be selected rather than those who have nothing. Saloon keepers should be avoided if possible. The conviction of two or three well selected, vigorously prosecuted habitual offenders will be more effective in breaking up the traffic than attempts at conviction of a number of doubtful or occasional offenders.

Fourth, if the offender is positively known to have certain clothing that can be identified as having been unlawfully purchased by him, and the witnesses are available to testify to his having purchased it while they were in uniform, an application for a Search Warrant should be made and the clothing seized.

If the offender selected is known to have clothing unlawfully purchased, but the evidence is not available for identifying such, nor the fact of its purchase, evidence may be procured by having one or more enlisted men in sympathy with the undertaking take certain marked articles to the offender to sell or pledge to him, such sale or pledge furnishing a specific offense to set forth in the application for a Search Warrant, and the evidence of such sale can be used before both the grand jury for the indictment and the petit jury on trial.

In making the application of the Search Warrant, state the full name of the offender, give an accurate description of the premises to be searched, and give a list of all the articles of clothing, arms, accoutrements, etc., that the offender can possibly have unlawfully purchased from the soldiers or that may be found upon his premises, and seize all, but limit the prosecution to those articles that can be positively identified by witness as to who are available to testify to the offender purchasing them.

In the application for Search Warrants and Warrants of Arrests by the officer making the complaint, after specifying the particular features on which the applications are based, the following should be included: "The affiant further states that he believes that the said ..... has at divers other times than on the date above set forth, purchased other articles of clothing, etc., to wit: hats, caps, etc., etc., (naming them), from soldiers in the military service of the United States contrary to law." This is very important.

Fifth, to obtain the Search Warrant. Do not apply to local or State authorities for it, but go to the United States Commissioner of the District or to the United States Judge. If there is an United States District Attorney near consult with and work through him.

Section 3748, Revised Statutes, confers a right to search, but Article IV, Amendments to the Constitution, requires that a warrant shall issue in every case of search. The Criminal Procedure of the State Code is followed, and upon probable cause, etc., the United States Commissioner or United States Judge will issue such warrants. The entire proceedings should be before the United States Court, aided by the United States District Attorney.

A charge of violating Section 5438 is a sufficient one upon which to base an application for a **Search Warrant** and **Warrant of Arrest.** Violations of other sections, such as receiving stolen property, etc., may be presented to the grand jury when asking for indictments.

405 (contd.)

Sixth, having procured the Search Warrants and Warrants of Arrest, obtain the name of the marshal or deputy who is to serve them and request him to call upon the Commanding Officer for assistance in serving the warrants. The officer making the investigation and such other officers and enlisted men as may be necessary should be detailed, also an officer designated by the Commanding Officer, to receive the property seized under Section 3748 Revised Statutes, enough being detailed to collect and guard the property until it can be removed.

When more than one place is to be searched, efforts should be made to keep the facts of searches from becoming known, and when the search is begun, of that fact reaching the other places. Make all the searches in the same day, if possible.

Immediately before making a search a soldier may be sent to the place to sell an article of clothing, so this article may be seized before it can be hidden or removed. In the execution of the search warrant the officer detailed accompanies the marshal and points out the articles to be seized, turning them over to the enlisted men to collect and guard. A receipt for all clothing seized should be given to the marshal that he may make his return on the writ.

The clothing is then taken to the post, each article tagged with the name of the party from whom seized, the date and all marks of identification found upon it, and stored in a safe place. The clothing thus seized, if properly marked, will lead to the identification of the owners.

Seventh, in the preliminary hearing before the United States Commissioner, proof of one violation of Section 5438, Revised Statutes, is sufficient.

At this time do not expose witnesses to attempts of offenders to induce them to desert or swear falsely. The identity of witnesses being kept secret as long as possible.

Eighth, to prepare the evidence for the grand jury it will be necessary to find the owners of the property seized, for use as witnesses.

In this will be experienced the greatest difficulty, even on offering immunity from trial, unless some method has been followed when issuing clothing to insure its being properly marked so it can be identified. That which can be identified as having belonged to deserters may be charged as bought from them.

A list of witnesses (civil and military), is furnished the United States District Attorney, who will cause them to be suspended.

Transportation in kind can be furnished officers and men under paragraph 75; Army Regulations, 1911.

It should be made to appear to the grand jury that the cases presented are not isolated nor rare ones, but samples of what are regular and frequent practices by those accused, of buying and receiv-

ing in pledge Government property, that a considerable amount was recovered in the seizures, and that those accused knew that they were purchasing from soldiers. The clothing received should be exhibited, and the soldier who sold the clothing as witnesses.

By consulting with the United States District Attorney, concerning the counts to be presented, information may be obtained from him as to how little evidence the grand jury will require to bring in the indictments. Even at this time it is not advisable to unduly expose witnesses.

The United States Court has decided in case of United States vs. Hart, that the clothing of the soldier while in the service is public property; and in case of United States vs. Smith, that Revised Statutes 3748, 1242 contain a rule of evidence; that is, that the bare possession of the property of the United States is prima facie evidence, that it has been sold or pledged; that is a rule which a jury has a right to construe as supplying evidence in the case.

It is not necessary to prove the soldier had no rights to sell his clothing, because it adds nothing to the declaration of the law.

The following sections of the Revised Statutes bear on this subject:

SEC. 3748. The clothes, arms, military outfits, and accoutrements furnished by the United States to any soldier shall not be sold, bartered, exchanged, pledged, loaned or given away; and no person, not a soldier, or duly authorized officer of the United States, who has possession of any such clothes, arms, military outfits, or accoutrements, so furnished and which have been the subjects of any such sale, barter, exchange, pledge, loan or gift, shall have any right, title, or interest therein; but the same may be seized and taken wherever found by any officer of the United States, civil or military, and shall thereupon be delivered to any quartermaster, or other officer authorized to receive the same. The possession of any such clothes, arms, military outfits, or accoutrements by any person not a soldier or officer of the United States shall be presumptive evidence of such a sale, barter, exchange, pledge, loan or gift.

SEC. 5438. * * * * * * * every person who knowingly purchases or receives in pledge for any obligation or indebtedness from any soldier, officer, sailor, or other person called into or employed in the military or naval service, any arms, equipments, ammunition, clothes, military stores, or other public property, such soldier, sailor, officer, or other person not having the lawful right to pledge or sell the same, every person so offending in any of the matters set forth in this section shall be imprisoned at hard labor for not less than one nor more than five years, or fined not more than one thousand nor less than five hundred dollars.

THE COMPANY FUND

406. Different officers entertain different opinions as to the management of the company fund.

While the fund should be economically administered, it is not thought good policy to hoard up a large fund for the company commander's successor to spend on men who, perhaps, were not in the company when the money accrued.

The company commander should bear in mind that he is only the custodian of the company fund—**it belongs to the men of the company.**

Some company commanders follow the excellent practice of keeping the company fund book in the company office, where any member of the company who may wish to see it may do so, and of posting a statement of the fund on the company bulletin board the end of every month.

A company commander should not keep on hand more money than is necessary to meet the current cash demands that are made upon him; the bulk of the fund should be kept in the bank. In fact, the best plan is to pay everything by check.

THINGS OF INTEREST TO COMPANY COMMANDERS

407. Marriage of enlisted men. There is no law to prevent the marriage of enlisted men, but when they marry without the consent of the company commander they may forfeit extra privileges which are sometimes granted to married soldiers. For instance, it may exclude the wife from residence within the garrison. (Remarks of A. G. and C. G. A. on various cases from 1884 to 1902.)

A soldier who marries without the permission of his Regimental Commander may also be denied reenlistment.

Married soldiers who are good and worthy men are usually permitted to sleep out of quarters, on or off the reservation, but attending all calls and formations; draw rations separately and occupy available vacant quarters.

408. Soldier shoemakers and tailors. It is not seen why a soldier who happens to be a shoemaker or tailor can not justly and without cause of complaint (on part of civilians), after having performed his military duties, do outside work and take pay for it. His rights to live are just as sacred to him, and his wife and children are just as dear to him, and their support just as important to him as they should have been had he not enlisted. Besides a soldier's rate of pay is small. (Ruling of War Dept. Sept., '92.)

409. Venereal diseases. Young soldiers disabled, or about to become disabled by reason of venereal diseases should be encouraged by officers and noncommissioned officers to report sick and effect an early cure—they should be taught mildly the pernicious effects of such diseases, etc. (Surgeon General and A. G. O.)

Enlisted men who contract venereal diseases and report themselves to the post surgeon for treatment will be allowed a reasonable time for recovery, provided their previous good service and character so warrant; but men who are found to be incurable and men who fail to report for treatment will be discharged on surgeon's certificate of disability. (Decision Sec'y of War, Oct., '95.)

Discharge for venereal diseases should not be without honor and there should be no objection to the reenlistment of a man discharged for such disease if he has entirely recovered. If it is considered in

the interest of the service to discharge him rather than retain him until recovery he should be given the usual discharge on surgeon's certificate of disability, but there is no authority for indorsing the nature of the disease upon the soldier's discharge.

410. Crimes against nature. Formerly it was the policy of the War Department to discharge without honor, upon conclusive presentation of the facts, soldiers guilty of sodomy or other crimes against nature, thus avoiding the scandal of a public trial. However, the present policy is not to discharge such men without honor, but instead to bring them to trial.

411. "In Line of Duty." The expression **"In Line of Duty"** is a very comprehensive term; it does not mean a status of actual present performance of some specific military duty, but it relates to a condition under which military duty may be regularly performed, in contradistinction to a condition inconsistent with the performance of any ordinary duty—such, for instance, as the condition of being on leave of absence. It is not, therefore, necessary in order to be **"In Line of Duty,"** that a soldier should, at the time of an injury, be engaged in the execution of a specific act of military duty, but he must not be doing something quite unconnected with duty and inconsistent with his proper military function.

"It is just to assume that all diseases contracted or injuries received while an officer or soldier is in the military service of the United States, occur in the line of duty, unless the surgeon knows first that the disease or injury existed before entering the service; second, that it was contracted while absent from duty on furlough or otherwise; or, third, that it occurred in consequence of willful neglect or immoral conduct of the sick man himself."—*(Opinion of the Surgeon General, May 11, 1893, approved by the Secretary of War.)*

Injuries received under the following conditions and through no fault of negligence of the injured, and not as a result, directly or indirectly, of any unlawful or unauthorized act were held to be **"In Line of Duty":**

1 On pass, including hunting pass.

2 While bicycle riding, which was indulged in as an athletic exercise.

3 In a game of baseball, played by permission, as part of athletic exercise.

4 In athletic sports properly indulged in.

5 While in confinement for a military offense.

6 While on sick furlough.

(NOTE—It is the practice of the War Department to consider a soldier on pass as being "In Line of Duty," but when on regular furlough as "Not in Line of Duty." However, it has been held a soldier on furlough may be "In Line of Duty," as when en route to his station, or when during his furlough he is, in compliance with orders, on his way to a place to report his whereabouts.)

Injuries received under the following conditions were held to have been received **"Not in Line of Duty":**

1 In rough play or friendly scuffle.

2 By the accidental discharge of a pistol, the personal property of a fellow soldier, who was at the time trying to sell it to the party injured, in violation, in fact, of a post order forbidding the use or production of arms other than those furnished by the Government.

3 The result of an unlawful or unauthorized act as a direct or contributory cause.

4 Through the soldier's gross carelessness

5 Illicit fornication.

6 A soldier on pass assaulted a policeman and was shot.

7 In a civilian game of baseball outside of military reservation, while on pass, and accepting compensation for services.

(For a full discussion of the subject, see 1617-1625, Digest of Opinions of the Judge Advocate General.)

412. Drills. Company drills naturally become monotonous. The monotony, however, can be greatly reduced by repeating the drills under varying circumstances. In the manual of arms, for instance, the company may be brought to open ranks and the officers and sergeants directed to superintend the drill in the front and rear ranks. As the men make mistakes they are fallen out and drilled nearby by an officer or noncommissioned officer. Or, the company may be divided into squads, each squad leader drilling his squad, falling out the men as they make mistakes, the men thus fallen out reporting to a designated officer or noncommissioned officer for drill. The men who have drilled the longest in the different squads are then formed into one squad and drilled and fallen out in like manner. The variety thus introduced stimulates a spirit of interest and rivalry that robs the drill of much of its monotony.

It is thought the instruction of a company in drill is best attained by placing special stress on squad drill. The noncommissioned officers should be thoroughly instructed, practically and theoretically, by one of the company officers and then be required to instruct their squads. The squads are then united and drilled in the school of the company.

In this connection **"Manual of Military Training,"** by the author, is recommended for use in training and instructing the company. Not only has this book been officially adopted by over one hundred (100) of our military schools and colleges, but it is also in general use throughout the Regular Army and the National Guard and amongst those attending military training camps. For sale by Geo. Banta Publishing Co., Menasha, Wis., and all the distributers named at the beginning of this manual. Price, $2.25 postpaid.

413. In case of temporary absence of the company commander, he should leave a memorandum suggesting the character he would like to have given to men to be discharged during his absence.

414. Relinquishing command. Upon relinquishing command of a company, be sure to sign up all books. Close up all property accountability. The retained Ordnance Returns are the personal property of the company commander and may very properly be taken away by him. (Decision A. G. O., Dec. 10, 1907.) However, he must leave certified copies with the company (Cir. 84, '09).

415. Posting travel allowances on company bulletin board. As a convenience and an accommodation to the members of the company, it is a good plan for the company commander to get from some quartermaster the distances from the post to the various places of enlistment of the different men in the company, and post this information, together with the travel allowances, on the company bulletin board, or place it in the possession of the company clerk from whom the men may get the information when wanted. This prevents persons around the post who cash final statements, from imposing upon the soldiers in regard to travel allowances.

416. Cleaning slate and urinals. See par. 611.

THE RECRUIT

417. The life of the recruit is generally the most trying part of a soldier's career—the work and requirements being new and strange, they seem to him in many ways useless and at times even degrading. Some recruits, for instance, misunderstand the nature of the salute, and failing to see any necessity therefor, are averse to saluting officers. It should, therefore, be explained to them that in all armies of the world, all officers and soldiers are required to salute each other whenever they meet or pass, the subordinate saluting first. This salute on the part of the subordinate is not intended in any way as an act of degradation or a mark of inferiority, but it is simply a military courtesy that is as binding on the officer as it is on the private. It is a bond uniting all in a common profession, marking the fact that above them there is an authority that both recognize and obey—the Country! Indeed, by custom and by regulations, it is as obligatory on the ranking general of the army to return the salute of the recruit, as it is on the latter to give it.

The recruit is, of course, ignorant of all military matters, but he is usually willing to learn and will submit without complaint to more hours of instruction than ever afterwards in his military career. Much of his unsoldierly conduct and awkwardness—from which he frequently reaps humiliation through harsh and ill-considered correction—is the direct result of ignorance for which he is in no way responsible. He should not be left to absorb a knowledge of military propriety from contact with older soldiers (whose habits and manners in this regard too often furnish very poor examples), but his ignorance should be removed by patient and systematic instruction.

As a rule, an infantry recruit is given instruction about three hours a day for thirty days or so, before being taken up for guard, police or other duty; cavalry and artillery recruits generally require longer periods of instruction. The several daily periods of instruction should not exceed 45 minutes each—if they do, the recruit's mind will become tired and his attention will lag.

Recruits should be instructed by noncommissioned officers especially fitted for the work, who, if practicable, should be placed on such duty permanently.

The use of "Privates' Manual" and of "Peace and War Duties of the Enlisted Man" in connection with the training and instruction of recruits will systematize and greatly facilitate the work. These books can be gotten from Geo. Banta Publishing Co., Menasha, Wis., or from any of the distributers named at the beginning of this manual—"Privates' Manual" at a cost of $1, and "Peace and War Duties of the Enlisted Man" at a cost of 50 cents.

418. BOOKS OF REFERENCE AND INSTRUCTION TO BE KEPT IN THE COMPANY OFFICE

Army Horse in Action and Disease. (Mounted organizations only.)

Army Rations, Issue and Conversion Table.

Army Regulations.

Army Register.

Army Transport Regulations.

Conventional Signs. (Used on maps.)

Description and rules for the management of the U. S. Rifle. (Pamphlet No. 1923, From Chief of Ordnance.)

Description of the Automatic Pistol. (Pamphlet No. 1715. From Chief of Ordnance.)

Description of the Infantry Equipment. (Pamphlet 1718. From the Chief of Ordnance.)

Digest of Opinions, Judge Advocate General.

Drill Regulations.

Elements of Military Hygiene. (Ashburn.)

Equipment and Horse Training, notes on. (For mounted organizations only.)

Field Musicians' Manual. (Canty.)

Field Sanitation. (Wilson.)

Field Service Regulations.

Guide, Inspector General's Department.

Hand Book of Range Finders for use of Infantry and Cavalry. (Pamphlet No. 1797. From Chief of Ordnance.)

Instructions for Assembling the Infantry Equipment. (Pamphlet No. 1717. From Chief of Ordnance.)

Instructions for the Care and Repair of Small Arms and Ordnance Equipment. (Pamphlet No. 1965. From Chief of Ordnance.)

Instructions regarding the Disposition of Unserviceable Ordnance Property and Table of Credit Allowances. (Pamphlet No. 1871. From Chief of Ordnance.)

List of Blanks, Pamphlets, etc., furnished by the Ordnance Department. (Form 1467. From Chief of Ordnance.)

Manual for Army Bakers.

Manual for Army Cooks.

Manual of Field Engineering.

Manual of Army Horseshoer. (Mounted organizations only.)

Manual for Courts-martial.

Manual for Medical Department. (From Surgeon General.)

Manual of Interior Guard Duty.

Manual of Physical Training.

Mess Sergeants' Hand Book. (Holbrook.)

Military Laws of the United States.

Military Sketching and Map Reading for Noncommissioned Officers. (Grieves.)

Noncommissioned Officers' Manual. (Moss.)

Notes on Field Fortification. (Army Field Engineering School.)

Officers' Manual. (Moss.)

Ordnance Property Regulations. (From Chief of Ordnance.)

Pack Transportation. (Daly.)

Price List of Ordnance and Ordnance Stores. (Pamphlet No. 1897. From Chief of Ordnance.)

Quartermaster Corps Manual. (Probably ready for issue the beginning of 1917.)

Regulations for Field Firing and Proficiency Test.

Regulations for Field Maneuvers, U. S. Army.

Regulations for Regular Army Reserve.

Rules of Land Warfare.

Sabre Exercises. (Mounted organizations only.)

Score Book, Bull's Eye.

Signal Book, U. S. Army.

Small-arms Firing Manual.

Soldier's Foot and Military Shoe. (Munson.)

Soldiers' Hand Book.

Supply and Allowance Tables. (Pamphlet No. 1970. From Chief of Ordnance.)

Tables of Organization.

Uniform Regulations.

Uniform Specifications.

Unit Equipment Accountability Manual.

419. Company paperwork. The subject of company paperwork, including the preparation of muster and pay rolls and all other company papers, together with numerous "models," is fully covered in "Army Paperwork," a copy of which can be gotten from Geo. Banta, Banta Publishing Co., Menasha, Wis., or from any of the distributers named at the beginning of this manual. Price, $2 postpaid.

CHAPTER XXII

DISCIPLINE

420. Definition. Discipline is not merely preservation of order, faithful performance of duty, and prevention of offenses—in other words, discipline is not merely compliance with a set of rules and regulations drawn up for the purpose of preserving order in an organization. This is only one phase of discipline. In its deeper and more important sense discipline may be defined as the habit of instantaneous and instinctive obedience under any and all circumstances—it is the habit whereby the very muscles of the soldier instinctively obey the word of command, so that under whatever circumstances of danger or death the soldier may hear that word of command, even though his mind be too confused to work, his muscles will obey. It is toward this ultimate object that all rules of discipline tend. In war, the value of this habit of instantaneous and instinctive obedience is invaluable, and during time of peace everything possible should be done to ingrain into the very blood of the soldier this spirit, this habit, of instantaneous, instinctive obedience to the word of command.

421. Methods of attaining good discipline. Experience shows that drill, routine, military courtesy, attention to details, proper rewards for good conduct, and invariable admonition or punishment of all derelictions of duty, are the best methods of attaining good discipline—that they are the most effective means to that end.

Importance. History shows that the chief factor of success in war is discipline, and that without discipline no body of troops can hold their own against a well-directed, well-disciplined force.

422. Sound system. We must bear in mind that what may be considered a sound system of discipline at one epoch or for one nation, may be inapplicable at another epoch or for another nation. In other words, sound discipline depends upon the existing state of civilization and education, the political institutions of the country, the national trait and the national military system. For example, the system of discipline that existed in the days of Frederick the Great, and which, in modified form, exists today in certain European armies, whereby the soldier was so inured to a habit of subjection that he became a sort of machine—a kind of automaton. Such a system of discipline, while answering admirably well its purpose at that time and for those nations, would not do at all in this day and generation, and with a people like ours, in whom the spirit of personal freedom and individual initiative are born. Of course, the discipline that will

insure obedience under any and all conditions—the discipline that will insure prompt and unhesitating obedience to march, to attack, to charge—is just as important today as it was a thousand years ago, but we can not attain it by the machine-making methods of former times. The system we use must be in keeping with the national characteristics of our people and the tactical necessities of the day, the latter requiring individual initiative. According to the old system, the company commander imposed his will upon a body of submissive units; under the new system the company commander, backed by authority and greater knowledge, leads obedient, willing units, exacting ready obedience and loyal co-operation. The company commander used to drive; now he leads.

What are the means of attaining and maintaining such discipline?

1 Explain to the men the importance of discipline and its value on the field of battle, and give the reasons that make it necessary to subject soldiers to restrictions that they were not subjected to in civil life.

2 Do not impose unnecessary restrictions or hardships on your men, nor issue orders that have no bearing on their efficiency, health, cleanliness, orderliness, etc.

3 Demand a high standard of excellence in the performance of all duties whatsoever, and exact the utmost display of energy.

A system of discipline based on the above principles develops habits of self-control, self-reliance, neatness, order, and punctuality, and creates respect for authority and confidence in superiors.

423. Punishment. In maintaining discipline, it must be remembered the object of punishment should be two-fold: (a) To prevent the commission of offenses, and (b) to reform the offender. Punishment should therefore, in degree and character depend upon the nature of the offense. Punishment should not be debasing or illegal, and the penalty should be proportionate to the nature of the offense. If too great, it tends to arouse sympathy, and foster friends for the offender, thus encouraging a repetition of the offense. A distinction, therefore should be made between the deliberate disregard of orders and regulations, and offenses which are the result of ignorance or thoughtlessness. In the latter case the punishment should be for the purpose of instruction and should not go to the extent of inflicting unnecessary humiliation and discouragement upon the offender.

424. General Principles. In the administration of discipline the following principles should be observed:

1 Every one, officers and soldiers, should be required and made to perform their full duty. If the post commander, for instance, requires the company commanders to do their full duty, they will require their noncommissioned officers to do their full duty, and the noncommissioned officers will in turn require the men to do the same.

2 Subordinates should be held strictly responsible for the proper government and administration of their respective commands, and all changes or corrections should be made through them.

3 Subordinates should have exclusive control of their respective commands, and all orders, instructions and directions affecting their commands should be given through them.

4 If, in case of emergency, it be not practicable to make certain changes or corrections, or to give certain orders, instructions or directions, through the subordinates, they should be notified at once of what has been done.

5 After a subordinate has been placed in charge of a certain duty, all instructions pertaining thereto, should be given through him, and all meddling and interfering should be avoided. Interference by superiors relieves the subordinate of responsibility, and causes him to lose interest, become indifferent, and do no more than he is obliged to do.

6 The certainty of reward and appreciation for meritorious conduct, should equal the certainty of punishment for dereliction of duty.

7 It is the duty of an officer or noncommissioned officer who gives an order to see that it is obeyed; carrying out orders received by him does not end with their perfunctory transmission to subordinates—this is only a small part of his duty. He must personally see that the orders so transmitted are made effective.

8 The treatment of soldiers should be uniform and just, and under no circumstances should a man be humiliated unnecessarily or abused. Reproof and punishment must be administered with discretion and judgment, and without passion, for the officer who loses his temper and flies into a tantrum has failed to obtain his first triumph in discipline. He who can not control himself can not control others.

9 Punishment should invariably follow derelictions of duty; for the frequency of offenses depends, as a general rule, on the degree of certainty with which their commission is attended with punishment. When men know that their derelictions and neglects will be observed and reproved, they will be much more careful than they would be otherwise—that's human nature.

CHAPTER XXIII

ESPRIT DE CORPS

425. **Esprit de Corps** is that feeling of loyalty, pride, and enthusiasm of the officer and the soldier, first and especially for his own particular regiment or corps; second and generally for the army to which he belongs—founded in each case on the glorious traditions of the past, on the patriotism and efficiency of the present, and on the determined resolve in future war and peace, to uphold the prestige, the honor, the tradition of the army and of his regiment or corps—nay, more, to go further and increase the prestige, the honor, the tradition by adding something thereto through individual acts of his own.

Whatever means tend to bring to bear and render potent the glorious traditions of the past; whatever means tend to promote patriotism and efficiency in the individual, the regiment or corps and the army; whatever means tend to uphold and increase prestige, honor, tradition, must of necessity preserve and strengthen *Esprit de Corps,* for these are the living springs that give it its life and it has need of them all.

No two officers, no two soldiers are alike, however much they may appear to be animated by the same spirit. Though in order to possess *Esprit de Corps* all must have loyalty, pride and enthusiasm in their regiment or corps, and in the army to which they belong, yet the controlling influence in each individual varies with and depends upon his antecedents, his temperament, his character and his training. One will receive more encouragement and stimulus from the past, from tradition; for such the study of the history of the army and of his regiment, their deeds, their distinguished names, their banners, their trophies, their traditions will be the awakening and sustaining influence. Another will receive more stimulus from the present; him the drill, the discipline, the care and comfort of troops, the fighting capacity of his regiment or corps will make enthusiastic in his life of soldier. While a third will have his pride and enthusiasm aroused more by contemplating the future; he is not content with tradition, with efficiency, with the past, with the day's work; he looks forward to promotion and longs and sighs for opportunities to win reputation and glory. The officer and the soldier imbued with true *Esprit de Corps* receives a proper stimulus from all three sources.

It is customary in speaking of *Esprit de Corps* to restrict it to regimental or corps feeling, but this is taking into account only the

narrower though more intense development of which *Esprit de Corps* is capable, and is neglecting the broader feeling, army *Esprit de Corps*, that makes the regimental feeling possible. True *Esprit de Corps* is a combination feeling of pride and enthusiasm in the army as a whole and of pride and enthusiasm in one's particular regiment or corps. Take the case of officers promoted to regiments other than their own.

The army feeling permits and enables the officer to go from regiment to regiment in the same branch of service, where, amidst conditions not necessarily very different from those existing in his former regiment, he can accommodate himself to his new surroundings and imbibe the special traditions of his new regiment and eventually get to feel nearly, if not entirely, as much at home as with his former comrades.

The same is the case, in somewhat less degree, with officers detailed to Staff Corps, under the provisions of the Act of Congress, approved February 2, 1901, and with the officers detailed to the General Staff Corps. The army feeling enables the officer to serve with credit in any capacity, anywhere in the world, and forms the foundation on which is built the special superstructure, occasioned by his regimental or corps surroundings—a superstructure insensibly changing to meet existing conditions.

There is a potent influence in the monumental past that has not been fully recognized in our practical army because that influence is an unmeasurable quantity, a sentiment called tradition—the tradition of our army as a whole, of our regiments and corps, the tradition that attaches to the great soldiers who have added dignity to our profession and luster to our arms.

It can not be denied that a full and complete knowledge from private to colonel of the various steps that have made the regiment or corps what it now is, that a full display of the noble deeds to be found in the history of all, can fail to have a great influence for good, on the zeal and ardor, on the spirit of emulation, which is the very foundation of the character and reputation of our army.

Study the history of the army and of your regiment or corps, that you may know how it came to be what it is—that you may understand how perfect discipline, efficiency and brilliant courage combine to give success in war. Venerate the past for the good there is in it. Though you do not see emblazoned on your regimental color or standard the names of the battles in which the regiment participated keep those names so emblazoned on your heart that when your flag goes by at the side of the National Color you will involuntarily call to mind those past deeds and the courage and honor of your regiment or corps that made those deeds possible.

Always show the greatest respect for and take the greatest pride in the national flag, the national anthem and the national uniform—by so doing you will instill this respect and pride in the hearts of your subordinates.

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Remember that the most characteristic factor in a regimental organization for fostering regimental *Esprit de Corps* is the Regimental Mess. Do not consider it merely as a place where the bachelor officers dine, but rather as the regimental hearthstone where at certain intervals it is compulsory on all the regimental officers **present** to dine together. It should be the place where the old regimental colors are displayed, where all the old regimental relics in the shape of books, pictures, plates, etc., are on file to be looked up and referred to when Colonel ———— spins his yarn about General ————, who commanded the regiment in 17—; it should be the place where colonel and lieutenant meet in the social equality of gentlemen in that **camaraderie** and good fellowship which teaches the youngster respect and affection for his seniors, and the elders kindness and consideration for the juniors; it should be the place where are forged the links that bind the regimental front unbroken to the outside world, and where in their own privacy they can deal with questions affecting the honor and tradition so dear to them; it should be the place where dwells the spirit and the soul of the principles that have **made** the regiment and that have preserved intact its prestige, its honor, its tradition.

There is no other single means more full of bright and promising good for *Esprit de Corps* than your regimental mess on a firm and zeal-inspiring basis.

Tradition, up to the present, has been a more or less minor characteristic of our *Esprit de Corps,* efficiency has been its keynote—efficiency in the individual and in the various combinations of individuals from the lowest, or squad, to the highest, or army.

Each private, each noncommissioned officer, each and every commissioned officer in our army, owes it to his government, in whatever position he may be placed, to strive to his uttermost to fulfill his duties and responsibilities faithfully, unhesitatingly, loyally. He has duties to perform toward his government as far as he himself is concerned; he has duties and responsibilities as far as his inferiors and as far as his superiors are concerned. The officer, the soldier that recognizes his threefold task and that lives up to it willingly, cheerfully and to the best of his ability has the proper feeling, the proper professional spirit, the proper army *Esprit de Corps.*

The soldier when he enlists and the officer when he receives his commission must write down three cardinal principles that are to be his guide in his chosen profession—**"Self-control, self-culture, self-sacrifice."** He must strive actively and manfully to maintain the highest standard of physical, mental and moral discipline; in other words, **self-control;** he must make the best use of his opportunities under all circumstances, that will enable him by **self-culture** to be the best officer or soldier, in every way, that he is capable of becoming; but **self-**

control and **self-culture** are simply preparatory to the third and last cardinal principle, **self-sacrifice.** The officer and the soldier by their oath have made a solemn vow to sacrifice self upon the altar of their country wherever its law is to be upheld, its honor defended or its existence secured. It is a vow not to be taken lightly, for it means many duties, many responsibilities, hardships, privations, mayhaps, torture, or death itself.

Such are the duties of the individual to the State as far as he himself is concerned. That these duties are not always lived up to can be seen by a reference to court-martial orders and suspension from promotion, showing in individual cases lack of self-control and of self-culture.

Esprit de Corps is still capable of improvement in our army, but the healthiest sign of progress is the very sloughing of the unhealthy members through the army's own disciplinary methods.

Every individual in the service has an influence for good or evil on *Esprit de Corps.* The influence of the commissioned officers is greater than that of the enlisted men, not only because of their more exalted position, but also because of the fact that they make the army their lifelong career. It becomes a matter of the greatest importance to make the military service a lifelong profession for the trained enlisted man—getting him to reenlist and reenlist, preferably in the same regiment or corps, until he is finally retired for length of service. It can be stated as a general proposition that that regiment whose commissioned officers on promotion seek to return to it by transfer, whose noncommissioned officers and privates reenlist and reenlist on expiration of term of service, and whose enlisted men rarely desert, has true regimental *Esprit de Corps.*

426. While army *Esprit de Corps* depends in great measure upon the acts of Congress and the actions of the War Department in the matter of pay, clothing, food, equipment, justice, and equality of opportunity, regimental *Esprit de Corps* depends in great measure on TREATMENT—kindly, just and considerate treatment—of the officers and enlisted men by the colonel and others of the regiment, each within his own sphere of influence and authority.

You can not be too correct in your treatment of the noncommissioned officers in the presence of the men. Be careful in the treatment of the married soldiers; do what lies in your power for the comfort of them and their families. Be careful in your treatment of the bachelor sergeants—give them a sergeants' mess if you can, so as to distinguish them in the eyes of others. Remember that nothing so influences a man's moral nature for good as physical training and healthy recreation; encourage all athletic sports and contests indoors and out of doors, so as to instill a spirit of rivalry and emulation; regulate and foster amusements, such as dances, minstrel and other

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shows. By doing these things you will find the influence of it all will be to make the soldier contented and pleased with his life and surroundings, and to diminish his desire for improper pastimes when off duty. Show an interest in everything pertaining to the joys and sorrows, besides the drill and efficiency, of your men and you will be repaid in the noblest of all coin—*Esprit de Corps*—love for the regiment by the men who want to make it their home for life.

Remember by all means that military merit alone should give you any claim to military preferment or to military reward. Always do the work that lies nearest to you and do it to the very best of your ability. Let your merit make you indispensable, the rest will follow in due course of time without your worrying over it. It is always wrong to appeal to Congressmen or Senators or anybody else for personal favors.

If you succeed in gaining in this way any improper advantage over your brother officers, you deal *Esprit de Corps* a blow below the belt that may require the count to be taken; and, though one or two may bow down to you for the "influence" you are supposed to have back of you, there will come a time, and that only too soon, when your "influence" having vanished, you will wish unavailingly for the unattainable respect and affection of those same brother officers.

Let the words of General Sherman on this subject sink deeply into your brain: *"The army has its common law as well as its statute law; each officer is weighed in the balance by his fellows, and these rarely err. In the barrack, in the mess, on the scout, and especially in battle, a man can not—successfully—enact the part of a hypocrite or flatterer, and his fellows will measure him pretty fairly for what he is."*

Finally, remember that true *Esprit de Corps* never conflicts with the **"Good of the Service."** If you do anything personally that does not measure up to that standard; if you see or permit things to be done in your platoon, your troop, battery or company, or your regiment, that is subversive of that standard, it is your duty as far as you properly can to make every effort to right the wrong.

Be slow to think evil, but when you are sure that there is evil, then let only the **"Good of the Service"** govern your conduct.

You must not go backward; you can not stop; you should advance along lines that lead only to the good of the army and necessarily the good of the State. Be loyal to yourself and to your superiors, take pride in your profession and go gladly and enthusiastically to the extreme of self-sacrifice.

CHAPTER XXIV

CUSTOMS OF THE SERVICE

427. Definition. "Sometimes called common law of the Army. Signifies generally a right or law not written, but established by long usage. To render a custom valid it is said the following qualities are requisite: 1, habitual or long-established practice; 2, continuance without interruption; 3, without dispute; 4, it must be reasonable; 5, certain; 6, compulsory; 7, customs must be consistent with each other. It may be said that the common law of the Army derives its force from the tacit consent of those in the service. General Kautz states that officers of the Army have certain duties to perform that are governed by certain laws, rules and regulations, which are interpreted and executed in a certain way, called 'Customs of the Service.' A knowledge of these rules of the service, and their application, constitutes the military profession, and is the true art of war. To this extent it is an exact science, and may be acquired by application and experience." **(Wilhelm's Military Dictionary and Gazeteer.)**

428. General. The military establishment of the United States is governed in its administration and intercourse within and without the service by rules derived from three sources, viz: First, the statutes enacted by Congress, which permit of no deviation. Second, the Army Regulations, which have the force of law; they are promulgated by the Secretary of War and may be amended, suspended or abrogated by the same power, and in cases of emergency may be neglected by independent commanders subject to subsequent approval. Third, by the subtle though no less forceful and binding code included in "Customs of the Service"—a code which governs in cases where law and regulations are silent and which can only be modified by drastic action or through the slow process of a change of sentiment. So powerful is "custom" that it receives legal recognition in the 19th Article of War.*

The statute laws and the regulations are published and are so available that a knowledge of them may be acquired by any student. With the "Customs of the Service" it is different. To acquire a knowledge of them requires long association with the military establishment and usually involves many embarrassments and chagrins. For instance, how natural it would be for an inexperienced officer to avail himself of the shelter of an umbrella, but how mortifying to receive the jibes of his comrades and the reprimand of his commanding offi-

* The oath administered to members of a court-martial.

cer—yet against the use of the umbrella by soldiers in uniform there is nothing but "custom."

Likewise, if a commanding officer should say to one of his officers, "I desire that you do so and so," or "I wish that you do so and so," and should the officer fail or refuse to do "so and so," he would be found by a court-martial as guilty of a breach of discipline as if the commanding officer had said, "I hereby order that you do so and so."

Well might an impostor succeed in passing for a member of the Army if only law and regulations were to be considered. But at every turn he would reveal to the experienced ones his fraud through the constant transgression of those subtle laws described by the comprehensive though hazy term, "Customs of the Service"—a code of laws so unconsciously learned, and as unconsciously practiced, that their existence is scarcely observed and of such remote antiquity that their origin is frequently lost in the misty dawn of war's beginning.

Customs of the Service are of two kinds, Official and Social, and sometimes it is not easy to differentiate between the two.

The following compilation of Customs of the Service, gathered from various sources, is the result of a sincere and faithful effort to cover the ground in a complete and accurate manner:

429. Calling. In the Army, calls are most frequently made in the evening. Afternoon calls should not be made on week days, as you will generally interrupt and disturb people who are occupied.

At the smaller posts the old Army custom which prescribes that everyone shall call on a visitor the first or second night after his arrival, is rigidly maintained, but at the very large posts this custom can hardly be kept up. At such posts the visitor is called upon by all those having close personal or official relations with the person visited.

When an officer is invited to call on a visitor by the host, he should be careful to do so.

(NOTE—If you call at a house and the servant who answers the door bell tells you that the people are at dinner, do not go in; merely leave your name and say you will call again. To go in and wait will but interrupt, hurry and annoy those at dinner—it shows a lack of *savoir faire.*)

430. In small garrisons, when an officer returns from a long leave or detached service of any duration, the officers of the garrison call upon him within a day or so after his return.

An officer returning from leave or detached service calls without delay on the commanding officer and on his company commander. If for any reason it is impracticable to get into uniform without delay, the calls are made in civilian dress, explaining why it was not practicable to report in uniform. The officer also officially reports his return to the adjutant at once.

431. Officers who may be temporarily absent on leave or detached service should upon their return to the post call promptly on any new officers who may have joined during their absence.

The idea of a "first call," is, of course, to welcome the newcomer, to make him "feel at home"; consequently in a case like this there is no question as to who should call first.

432. Whether or not an officer in the United States, who has been promoted into a regiment stationed in the Philippines and who is ordered to join the station of his command in the United States to await its arrival, should call first on the incoming officers, or whether they should call first on him, this is a matter concerning which there is considerable difference of opinion amongst the older officers. It is thought the best course to pursue in a case like this is to ascertain from the adjutant or from the commanding officer the custom in that particular command and then comply with it. If there is no established custom in the command, it is always best, especially for young officers just beginning their career, to give themselves the benefit of the doubt and call first.

433. Some people coming to a place make it a rule not to accept dinner or other invitations from persons who have not yet called on them. However, there are other people who take a more broad-minded view of the matter, holding that an invitation, for instance, to break bread at one's table, is, in fact, even a greater manifestation of friendliness than a call, and they do not hesitate to accept.

It sometimes happens in the service that an officer whom you know asks you to dinner before he has called on you, and, whether or not the invitation is accepted, according to best usage you owe this officer a call and should call on him within a reasonable time.

434. In small posts, officers leaving for any length of time, on leave or detached service, call on everyone to say good-bye; in large posts, they call on their intimates only.

435. The Army Regulations require an officer visiting a post to call on the commanding officer and to register at the adjutant's office. However, if the visiting officer be senior to the commander, the former may send a card, in which case it becomes the duty of the commander to make the first call, but if the visiting officer be the junior he should call without delay. If the commanding officer is not at his office, the prevailing custom is to call on him at his quarters, thus making a semi-social call. When the relations between the visitor and the commanding officer are strained, it is sometimes customary for all concerned to be relieved from embarrassment by leaving a card at the adjutant's office for the commanding officer during the absence of the latter from his office.

Recent graduates of the Academy should remember that upon visiting West Point they should call at headquarters and also upon

the Commandant of Cadets. They should call upon the Officer in Charge before visiting the Cadet Camp. Officers when returning to West Point after graduation should make themselves known to their former professors and instructors. Their introduction should not be, "Colonel So-and-so, do you remember me?" but preferably, "Colonel So-and-so, I am Lieutenant Brown, 21st Infantry, class of 1903." It may be said in this connection that some young officers have the foolish and annoying habit of approaching seniors who do not remember them, with some such greeting as, "You don't remember me, do you?" and then wait for the senior to guess the name. If you see, or if you have any reason to believe, that you are not remembered, you should approach the officer with these words, for instance, "Major, I am Mr. Smith, of the 24th Infantry, etc."

Graduates of West Point who may see away from the Academy any of the professors or other officers who were on duty there when such graduates were cadets, should, when practicable, go up and speak to them. Little marks of attention like this are always appreciated.

436. While not required, it is courteous and proper, as well as customary, for **a civilian visiting an Army** post to pay his respects, accompanied by the officer whose guest he is, to the commanding officer at his office before the latter has called on him.

437. Calling aboard ship. Sailors approach and board vessels of war by the port (left) side and gangway; officers of the Army and Militia approach and board vessels of war by the starboard (right) side and gangway. Upon boarding a ship one is received by the Officer of the Deck, or some one else. Ask the officer who receives you for the person you wish to see and your card will be sent or you will be shown down.

If your call is made as a welcome to the port, either from your post, your mess or personally, it would be polite and proper to call on the captain as well as on the officers' mess. However, if your call is a personal one on a friend, then you are not expected to call on the captain or anyone else.

438. New Year's Day. At some posts, on New Year's Day the officers of the command, in dress or full dress uniform with side arms, call in a body on the commanding officer to exchange the compliments of the season, the officer next in rank to the commanding officer designating the uniform, hour, place of meeting, etc. At regimental headquarters, the band plays in front of the commanding officer's quarters during the call. Should an officer, through illness or some other unavoidable cause, be unable to attend, it would be perfectly proper for him to ask the adjutant or some other officer to present his regrets to the commanding officer, at the same time explaining the reason

for his absence; or, the officer might with perfect propriety send his card.

It is not customary to leave cards when thus calling on the commanding officer, although it would be proper to do so.

At posts where there are two or more different arms of the service, it is customary to call on the senior officer of each arm.

However, this custom of calling on the commanding officer in a body is not now as general as it used to be. In some garrisons the officers drop in individually some time during the day at his quarters.

Some department commanders located in the capitals of States, and also some post commanders stationed near such cities, accompanied by their staff in full-dress uniform, pay their respects to the governor on New Year's Day. In the case of cities of considerable size they also sometimes call on the mayor.

439. Dancing old year out and new year in. At garrisons of some size, especially a regimental headquarters, it is customary to "dance the old year out and the new one in." About 11:50 p. m., a trumpeter sounds the tattoo of the old year, and at 12 o'clock taps is sounded, immediately after which the orchestra plays the reveille of the New Year.

440. The President's New Year Reception. It is customary for the President of the United States to receive on New Year's Day the officers of the Army and the Navy, the members of the Cabinet, the Diplomatic Corps, the Members of the Supreme Court of the United States, Congressmen and others. The reception usually begins at 11 a. m. and ends about 1:30 p. m., in this order: (a) The Vice President, the members of the Cabinet, the Diplomatic Corps; (b) the members of the Supreme Court and certain others; (c) members of Congress; (d) **Officers of the Army, Navy, Marine Corps, and Militia of the District of Columbia;** (e) The Solicitor General, assistant attorney general, assistant secretaries of departments and various other Government officials; (f) various military societies; (g) citizens.

It is customary for the staff officers of the Army to assemble before 11:25 a. m. at the rooms of their respective chiefs—that is, the quartermasters assemble at the office of the Quartermaster General; commissaries at the office of the Commissary General, etc. They then proceed to the office of the Chief of Staff and informally pay their respects to him.

The line officers assemble in the hall in front of the office of the Chief of Staff and pay their respects to him informally before the line is formed to proceed to the White House. The time selected by individual officers to thus pay their respects to the Chief of Staff, is when he is not occupied receiving any of the groups of staff officers from the Quartermaster's Department, the Commissary Department or any of the other staff departments. After the reception at the

White House, the officers of the Army, Navy and Marine Corps, who are members of the Army and Navy Club go to the club for a buffet luncheon.

The custom of making New Year calls still obtains in Washington. It is, in fact, one of the features of Washington life. The calling is generally confined between the hours of 2 and 7 p. m. Every Army officer is expected to call on the Vice President, every cabinet officer, the Chief of Staff, the Assistant Chief of Staff, the Adjutant General, and if he be a staff officer, on the chief of his bureau. It is also customary to call on the Chairman of the Military Committee of the Senate and the Chairman of the Military Committee of the House.

Officers wear the full-dress uniform and side arms at the President's reception and in making New Year calls afterwards.

440a. Reporting for duty in Washington. It is customary for officers who are ordered to Washington for duty to report at the War Department in civilian clothes, although some very few officers who are very punctilious about such matters report in uniform, with side arms. After reporting officially, the officer is expected to call socially at the residences of the Secretary of War, the Assistant Secretary of War, the Chief of Staff, and the chief of his own corps. It is also customary to call on the chiefs of bureau that one knows personally. Sometimes this courtesy is extended to other general officers of prominence. In making these calls on the officials named and their families, married officers are accompanied by their wives, and the calls should be made without unreasonable delay, whether or not it is the social season. During the social season, that is, from about December 1 until Lent, care should be taken to learn and observe in each case the "calling day" of the mistress of the house. Outside of the social season calls may be made any day of the week, from about 4:30 to 6:30 o'clock in the afternoon. The same hours for calling obtain during the social season. In Washington society it is not customary to call in the evening except on people with whom one is on intimate terms. The frock or cutaway should be worn when calling during the social season; outside of the social season the sack coat may be worn. If not known, the proper number of cards to be left in each case should be ascertained before calling.

Officers are also expected to call and leave their cards at the White House. Married officers need not be accompanied by their wives in making this call. Very often the wives go to the White House alone to leave with the attendant at the door their cards and that of the husband. The absence of the President from Washington is supposed to be a matter of common knowledge and, therefore, it is considered better form not to call at the White House when he is absent, although it would be perfectly good form to call if the mistress of the White House were in Washington and the President were known to be absent.

Officers or their wives, when desiring to pay their respects personally to the wife or family of the President, should write a note to the social secretary at the White House, stating his or her desire in the matter. If the wife of the President desires to receive such officer or his family, they will be so notified and an appointment made.

Officers calling by appointment on the President or upon any member of his family in the afternoon should wear the prescribed uniform with side arms.

441. Receiving distinguished persons at posts. Whenever the Secretary of War, the Chief of Staff, the department commander, or any other distinguished official visits a post, the post commander, accompanied by one or more members of his staff (all in dress or full-dress uniform with side arms), meets the visitor at the railroad station with the necessary transportation. If there be mounted troops in the command, an appropriate escort is sent to the station, whether it be on the reservation or some distance therefrom. If there be no mounted troops in the post, foot troops are sometimes formed in line in front of the quarters where the visitor is to stop, presenting arms as soon as he reaches the line, and remaining in that position until he has alighted from his carriage. Sometimes the troops are formed, in the place stated, in single rank, one rank on each side of the road, presenting arms as described.

At the station a sergeant in dress or full-dress uniform reports to the visitor as orderly during his stay.

The firing of the salute is commenced just as soon as the visitor enters the garrison proper.

A reception, the dress, full-dress or white uniform being worn, is often given at the commanding officer's quarters, at some convenient time, and if there be any ladies in the visiting party, the ladies of the garrison are also invited to attend. This reception is sometimes followed by a formal dinner in the evening at the commanding officer's quarters. In some cases, instead of an informal reception, a formal reception and dance are given in the evening. Again, there may be no regular reception, but in order to lessen for everybody the labor of making and receiving visits, the commanding officer may designate a time when the visitor will receive the members of the garrison.

It is usually impossible for such officials during a short stay to return all calls in person and they frequently acknowledge calls made upon them by sending their cards before departing.

The commanding officer and one or more members of his staff accompany the visitor to the station.

442. Complimentary concerts. When captains or field officers are visiting at a post where there is a band, it is sometimes customary to give them an informal complimentary concert in front of their

quarters after the first or second guard mount following their arrival. The same compliment is paid newly arrived brides, visiting organizations and the wives of officers reporting for duty the first time, or rejoining after long detached service. In some commands the regular weekly concert following the arrival of the person or persons in question, is given in front of their quarters, and, "Concert complimentary to Major So-and-So" (or "Captain and Mrs. So-and-So"), is printed on the program. The same practice obtains in winter when the regular weekly concerts are given in the post hall, except that the band does not play in front of the quarters.

In some regiments, especially at small posts, informal complimentary concerts are given to visiting girls and ladies.

In some regiments the band turns out and plays for companies arriving at or leaving the post, and at reveille on the 4th of July and the 22d of February, making a circuit of the garrison.

443. Titles. 1 When not on duty a lieutenant is addressed as "Mister," but when on duty, especially with troops, the title "Lieutenant" is usually used. Enlisted men always address lieutenants as "Lieutenant." Some officers follow the custom of using the military title when introducing lieutenants. Thus, for example, "I should like to present to you Lieutenant Smith, of the Army," thereby fixing the official identity and status of the officer. However, after the introduction the title "Mister" would be used.

2 When off duty older officers sometimes address juniors as "Smith," "Jones," etc., but this does not give the junior the privilege of addressing his senior in any other way than by his proper title. In this connection it may be added a certain amount of familiarity is necessary between seniors and juniors in social intercourse, but young officers should be exceedingly careful not to be "fresh" with their superiors just because the latter, in order to make post life harmonious and agreeable, adapt themselves to amusements engaged in by the former, or address them by their surnames.

3 Officers with the grade of captain and above, are addressed as "Captain," "Major," etc., although one sometimes hears the wives of such officers who married them when they were lieutenants, refer to them, especially in conversation with friends, as "Mister Jones," etc. It is said that with intimate friends Mrs. Grant usually referred to the General as "Mr. Grant."

4 In conversations and in nonofficial correspondence, brigadier generals, major generals and lieutenant generals are referred to and addressed as "General." Lieutenant colonels, under the same conditions, are referred to and addressed as "Colonel."

5 Whenever there is a difference in title, except in the case of officers that are intimate and of about the same age or length of service, the junior addresses the senior by his title. Thus lieutenants ad-

dress captains as "Captain"; captains address majors as "Major," etc. Some captains, irrespective of intimacy or former associations, always address majors as "Major," taking the ground that propriety demands this, because of the decided line of demarcation between the grade of major (field officer) and that of captain.

Officers of the same grade, except where there is considerable difference in age or in date of commission, generally address one another by their surnames.

6 Chaplains are addressed as "Chaplain." Chaplains of the Roman Catholic faith are sometimes addressed as "Father."

7 In speaking to the professors of the U. S. Military Academy, they are always addressed, except by the cadets, as "Colonel." The cadets address the professors as "Professor." In written communications they are addressed, for instance, as "Colonel John A. Smith, U. S. A., Professor of Modern Languages. All communications at West Point that are intended for the professors in the line of academic work, are addressed, for instance, "The Professor of Modern Languages."

West Point cadets are addressed as "Mister" in conversation and as "Cadets" in written communications.

8 Officers dismissed from the service are addressed as "Mister," and never by their former titles.

The general rule that when a man has once been entitled to a military title he never loses it, does not apply in the case of officers dismissed from the service. Such men are cut out of the service in every respect—title and all. To address a dismissed officer by his former military title serves only to remind him of his disgrace.

(NOTE—When an officer is dismissed from the service for *cowardice or fraud,* it is scandalous for an officer to associate with him.—44th Article of War.)

444. Officers of the Medical Corps of the grade of captain and above are addressed socially by their military title ("Captain," "Major," "Colonel"), although some officers follow the practice of addressing captain surgeons as "Doctor."

Lieutenants of the Medical Corps are addressed as "Doctor."

In addressing surgeons dressed in civilian clothes, and whose branch of the service is, therefore, not recognizable by insignia, some officers use this form of introduction: "I would like to present to you Major Jones, of the Medical Corps."

445. There is no uniform custom regarding the use of titles in the National Guard. The subject may be summed up as follows:

Officers of the rank of captain and above are usually addressed by their titles by other military men and by civilians who are punctilious about matters of military etiquette. However, there are many civilians who always address National Guard officers as "Mister."

Some National Guard officers in introducing another officer of the Guard at a social function or elsewhere, would address the officer by his military title, while others would not.

A good form of introduction in presenting a National Guard officer, is, for instance, **"I would like to present to you Captain Smith, of the 7th New York."** The identity of the person introduced is thus fixed, and he is not confused with an officer of the Regular Army, Marine Corps or Navy.

446. Officers who have held volunteer commissions of grades higher than those they have in the regular army, are sometimes addressed socially by the titles of their volunteer rank. For instance, a captain who held the volunteer commission of colonel or lieutenant colonel during the Spanish-American War is sometimes addressed socially as "Colonel." Likewise, officers who have been breveted, or who have held temporarily rank higher than that which they actually have, are sometimes addressed by the title of their brevet or former higher rank. However, the custom of thus addressing officers is not as general as it was before the Spanish-American War—in fact, it is quite rare.

447. Ex-volunteer officers above the rank of captain in civil life, are addressed by their titles. However, this practice does not seem to obtain so generally in the case of captains.

448. All officers who have served during the war with Spain, or since, as officers of the Regular or Volunteer Army of the United States, and have been honorably discharged from the service by resignation or otherwise, shall be entitled to bear the official title, and, upon occasions of ceremony, to wear the uniform of the highest grade they have held by brevet or other commission in the regular or volunteer service. Act of Congress, approved Feb. 2, 1910, and published in G. O. 9, '01. The veterans of the Civil War are by law entitled to the same privilege.

449. Noncommissioned officers are addressed as "Sergeant" and "Corporal," while privates, cooks, artificers, buglers, etc., are addressed as "Smith," "Jones," etc.

450. Lance corporals are addressed as "Corporals." Sergeants major, quartermaster sergeants, commissary sergeants, ordnance sergeants and color sergeants are addressed as "Sergeant."

451. In speaking to an officer of an enlisted man, a soldier uses the proper title. Thus, "Sergeant Smith," "Corporal Jones," "Private Wilson."

452. Although band leaders are enlisted men, having the same rank as regimental quartermaster and regimental commissary sergeants, it is customary to address them as "Mister."

453. Noncommissioned staff officers of the Coast Artillery are addressed as follows: Master electricians, as "Electrician"; Engineers, as "Engineer"; electrician sergeants (1st and 2nd class), as "Sergeant"; master gunner, as "Gunner"; fireman, as "Fireman." (G. O. 21, '08.)

Master Signal Electricians are addressed as "Sergeant."

454. The word "soldier," in conversation and in writing, is generally used in contradistinction to the term "officer." Soldiers are usually spoken of as "enlisted men."

455. 1 In the Navy, officers with the rank of commander and above are addressed socially by naval titles, while those with the rank of lieutenant commander and below are addressed as "Mister." * For example, admirals, vice admirals and rear admirals are addressed as "Admiral"; commodores, as "Commodore" (grade no longer exists on active list); Captains as "Captain"; commanders, generally as "Captain," but sometimes as "Commander"; lieutenant commanders, lieutenants and ensigns, as "Mister."

2 Any officer in command of a ship of whatever size or class is, while exercising such command, addressed by courtesy as "Captain," especially by those serving on the ship.

3 Paymasters, past assistant paymasters and assistant paymasters are addressed either as "Paymaster" or "Mister"—generally as "Paymaster."

4 Assistant surgeons (with rank of junior lieutenant), past assistant surgeons (lieutenant), surgeons (lieutenant commander), medical inspector (commander), and medical directors (captain), are addressed as "Doctor."

The Surgeon General of the Navy on more or less formal occasions is addressed as "Surgeon General"; informally he is generally addressed as "Doctor."

The information contained in this section has been corroborated by the Surgeon-General's Office, U. S. Navy.

5 Naval constructors and assistant naval constructors are addressed as "Mister."

6 Chaplains are addressed as "Chaplain," Roman Catholic Chaplains being often addressed as "Father."

7 In introducing officers below the rank of commander quite a number of officers follow the very sensible practice of using naval titles, thus fixing the official identity and status of those presented. For example: Lieutenant Commander Smith, Lieutenant Smith, Ensign Smith, Midshipman Smith, Assistant Surgeon Smith, Past Assistant Surgeon Smith, Surgeon Smith, Medical Inspector Smith, Medical Director Smith. However, after the introduction they would be addressed as stated above. In introducing captains and lieutenants of the Navy, "of the Navy" should always be added after the name, thus indicating that they belong to the Navy and not the Army, Marine Corps or National Guard. Likewise in introducing officers of the Marine Corps, "of the Marine Corps" should be added after the name.

8 Midshipmen at the Naval Academy are addressed as "Mister."

* Of course, officially every officer is entitled to be addressed by his naval title. In official correspondence they are always so addressed.

Midshipmen for two years after leaving the Naval Academy are still called "Midshipmen" officially and sometimes but not often, "Passed Midshipmen" colloquially.

9 **Chief Warrant Officers.** The Chief Boatswain, Chief Gunner, Chief Carpenter, Chief Sailmaker, Chief Machinist, and Chief Pharmacist are commissioned officers, having commissions with the rank of ensign signed by the President. They rank with but after ensigns and are addressed as "Mister." There is no corresponding grade in the Army.

10 **Warrant Officers.** Boatswain, Gunners, Carpenters, Sailmakers, Machinists, and Pharmacists hold warrants or appointments signed by the Secretary of the Navy and are addressed always as "Mister."

What has been said regarding the use of titles in the United States Navy applies in general to the navies of all other nations.

456. The relative rank between officers of the Army and Navy is as follows: General with **admiral;** lieutenant general, **vice admiral;** major general, **rear admiral** of the upper nine, brigadier general, **rear admiral** of the lower nine, and **commodore,** colonel, **captain;** lieutenant colonel, **commander;** major, **lieutenant commander;** captain, **lieutenant;** first lieutenant, **lieutenant** (junior grade); second lieutenant, **ensign.**

(NOTE—Cadet at West Point ranks with midshipman at the Naval Academy.)

The grade of commodore no longer exists on the active list of the Navy. The nine junior rear admirals receive the pay and allowances of a brigadier general of the army.

457. Wearing of uniforms when not serving with troops. Because of the uncommonness of uniforms in this country, when seen in civil life they make the wearer conspicuous, and consequently officers seldom, if ever, wear them when on leave, or when visiting near-by cities, etc., although officers usually wear their uniforms when visiting towns near which they may be stationed.

Officers not serving with troops are required to wear the prescribed uniform during hours of duty, unless authorized by the War Department to wear civilian clothing.

458. Cavalryman thrown from his horse. It is customary in some regiments for a cavalry officer who is thrown from his horse to "set up champagne for the crowd." However, for the penalty to be exacted, the officer, before being thrown, must have been fairly seated in the saddle—i. e., to be thrown while in the act of mounting does not call forth the penalty. It is sometimes customary to have a committee of officers sit (generally at the club) to determine whether the officer was fairly mounted before being thrown. (This custom is not now as general as it used to be, and is more often disregarded than observed.)

459. Funerals. The Cavalry Drill Regulations require that at the funeral of a mounted officer or enlisted man, his horse, in mourning

caparison, shall follow the hearse. It is sometimes customary for the boots of the deceased officer to be slung across the saddle, heels to the front, thus signifying that his march is ended. When enlisted men wore boats, the same custom obtained in their case. The spurs are put on the boots, which are placed in the stirrups, hoods to the rear. The saber of the deceased soldier is sometimes fastened to the saddle, on the same side as worn in life, but slanting to the front—that is, with the upper saber strap attached to the cantle ring and the lower saber strap to the spider ring. The saddle is placed over the caparison. In the case of an officer, the saber of the deceased is sometimes placed on the coffin and sometimes attached to the saddle. Sometimes the caparisoned horse of the deceased is the only horse allowed to enter the cemetery.

The following is the prevailing custom: In the case of the funeral of an officer the officers and enlisted men of the officer's regiment are directed to attend; in the case of the funeral of a noncommissioned officer, or private, the officers are in some commands directed to attend and in others they are requested; in case of the funeral of a private, in some regiments the company of the deceased is ordered to attend and the rest of the command, officers and men, are invited—in other commands all enlisted men are ordered to attend and the officers other than those belonging to the command of the deceased, are invited; and, again, sometimes all officers are directed to attend.

Either in case of the funeral of an officer or of an enlisted man, all enlisted men attending, other than those belonging to the company of the deceased, whether ordered or invited to attend, are usually commanded by the senior noncommissioned officer present—generally the sergeant-major.

The formation of a funeral procession is prescribed in the Drill Regulations.

It may be said that in some regiments the officers belonging to the company of the deceased wear sabers, while the others do not. However, this practice is contrary to the Army Regulations.

460. Umbrellas. It is considered unmilitary for an officer or a soldier in uniform to use an umbrella. Several years ago the colonel and some of the officers of a certain infantry regiment used umbrellas while in uniform. The regiment was soon jocularly dubbed throughout the service "The —th Umbrella," and even to this day it is sometimes referred to in this manner.

461. Officers resigning at end of leave. When their services can be spared, officers are allowed leaves of absence on full pay at the rate of one month a year, and they may allow such leave to accumulate for four years.

Officers resigning from the Army generally first take all the leave due them, submitting their resignations to take effect at the expiration of their leaves.

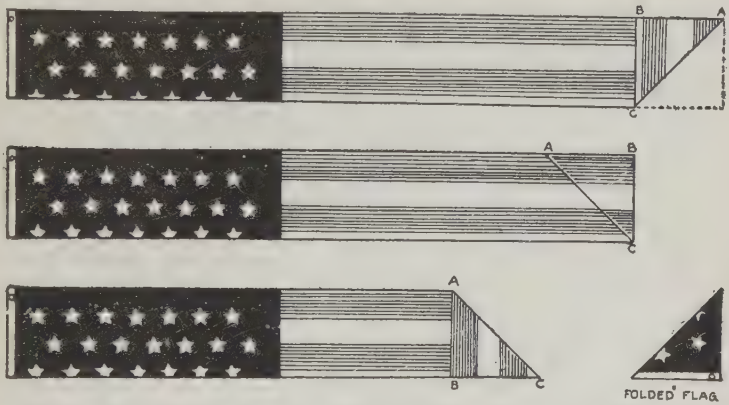
462. **Receptions.** In the case of receptions at which officers wear side arms, upon reaching the room (if not the drill floor of an armory or some other room not by custom considered as "Indoors") in which the officers are to be presented, the cap should be removed and held in the left hand, top uppermost and visor pointing left oblique, the forearm being held horizontal and against the left side of the body. If the receiving party is on the drill floor of an armory or any other room not by custom considered "Indoors," and where it is customary to wear the cap, the cap should be removed when the officers fall in line to pass the receiving party. After the reception line has been passed, the cap may be held in either hand and in any position. If the reception takes place in the headquarters room or any other room considered by custom as "Indoors" the cap should be kept removed as long as you are in the room. If the reception takes place on the drill floor of an armory or any other room where it is customary to wear the cap, you should remain uncovered as long as you are in the immediate vicinity of the receiving party, but when away from it wear the cap as customarily.

463. **Muster.** It is customary for the mustering officer to muster, when he inspects their posts of duty, such cooks, janitors and others as may not have been able to attend muster. Sentinels on post usually report to the mustering officer as soon as they are relieved. Others whom it is not practicable to muster at their posts of duty, report to the mustering officer as soon as practicable, or at some specified time and place.

At muster it is customary in some regiments for recruits not yet instructed in the use of the rifle, and also for others whose duties may require their presence elsewhere as soon as practicable, to form in the line of file closers without arms. When their names are called they answer "Here," and then, by way of the right flank of the company, pass between the company and the mustering officer, saluting him as they pass, after which, by way of the left flank, the recruits resume their places in the line of file closers, while those who may have any special work to do are usually permitted to leave the company and repair to their places of duty after saluting the mustering officer. (Sometimes these soldiers form in line, on the left of the ranks, and when their names are called they pass between the company and the mustering officer, after which they take their places in the line of file closers.)

464. **Folding the flag.** When the flag is lowered at the sounding of the last note of retreat every day, great care should be taken that it shall not touch the ground. It should be carefully folded into the shape of a cocked hat. The usual method of folding, which is done

by two members of the guard under the direction of a noncommissioned officer, is shown in these illustrations:



(NOTE—The post flag may be folded into either three or four folds, each fold thus being either about 2½ ft. or 3⅓ ft.)

465. Resignation of regimental staff officers. In some few regiments it is customary for the adjutant, and the supply officer to tender their resignations when a new colonel assumes command. Sometimes the resignations are verbal and somewhat informal, the new colonel, in order to enable him to select his own staff, being informed that the resignations of the present staff are at his disposal. Generally, however, they are in writing, being couched, for instance, in these words:

In view of the advent of a new regimental commander, following a custom of the service I hereby tender my resignation as adjutant of the regiment.

If the new colonel does not desire to accept the resignations, they are personally returned and not made of record. This custom is considered a matter involving the very essence of stately military courtesy, touching, as it does, the personal chord of staff relations.

466. Presents. The custom prevails in some few regiments of presenting wedding presents (usually suitably inscribed) to officers of the regiment getting married, and also of presenting suitably inscribed mementos in the way of loving cups, silver trays, etc., to colonels leaving the regiment by retirement or promotion.

467. Army bands and members thereof are not permitted to receive remuneration for furnishing music outside the limits of military posts when the furnishing of such music places them **in competition** with local civilian bands. (G. O. 80, '08, page 8.) However, under other conditions they may, with the consent of the commanding officer, accept outside engagements.

As a rule, 10 per cent of the gross receipts from such engagements goes to the Regimental Fund, but in some regiments it is 10 per cent of the net receipts, i. e., 10 per cent of what is left after street-car fare, railway fare, hotel expenses, and other reasonable expenditures have been deducted.

The author, however, knows of one regiment in which 25 per cent goes to the Regimental Fund, and in another regiment, 50 per cent.

After the share of the Regimental Fund has been deducted from the proceeds, the balance is divided amongst the members of the band in various ways in different regiments. For example, (a) pro rata amongst the members of the band, except that the band leader gets twice as much as the others; (b) the band leader receives four times as much as a private, and the other noncommissioned officers receive amounts in proportion to their rates of pay proper; (c) all are paid in proportion to their rates of pay proper; (d) the amount is divided equally amongst those who participated in the engagement; (e) the amount is distributed by the band leader, each man being paid, as is customary in civilian bands and orchestras, i. e., according to the instrument played and the work done.

It is also customary to show the band as much consideration as possible. In one or more regiments, for instance, the band is not required to attend reveille—in other regiments, members of the band who have filled an engagement the night before are excused from reveille roll call.

468. Band leaders. In some regiments the band leaders are paid from $10 to $20 a month extra, depending upon their merits, the condition of the Regimental Fund and the amount of money they make on the outside. However, in at least six regiments the author knows of the band leaders receive no extra compensation.

Band leaders, being, as a rule, above the average enlisted man in education, refinement and artistic temperament, they are generally shown a certain amount of cordiality by officers. Naturally enough, the treatment of a band leader depends in a great measure upon his personality; if he is a worthy, self-respecting, modest man, there is no reason why he should not receive the greatest respect and consideration, without, of course, being accorded familiar social recognition.

Band leaders, like all other enlisted men, are required to salute officers. Many officers, however, in acknowledging the salute, make some such remark as "Good morning, Mr. Smith."

It is customary to accord band leaders as many privileges and grant them as many reasonable requests as is consistent with discipline and the best interests of the service. For example, they are generally given separate quarters; permitted to leave the post without written passes, but merely by verbal permission of the adjutant; not required to attend roll calls, etc.

469. The colors. In some regiments it is customary for the National and the Regimental Colors to be kept at the Colonel's quarters and not at his office.

By "colors" is meant the national and the regimental flags that are carried by foot troops; by "standards" is meant the national and the regimental flags that are carried by mounted troops, and which are smaller than "colors." Colors and standards may be of either silk or bunting.

By "flag" is meant the national emblem that waves from the flagstaff and other stationary poles. "Flags" are always of bunting and one does not uncover to them.

Webster's Unabridged Dictionary gives "Color" (singular) as meaning a hue, dye, tint, and "Colors" (plural) as meaning a flag, ensign or standard, such as is borne by troops, or by a ship. The Century Dictionary states that the word is "Sometimes used as a singular noun." A flag, ensign or standard is called "colors" from being usually marked by a particular combination of colors. In the military profession, however, it is customary to use the word "Color" when one flag, ensign or standard is meant, and "Colors" when more than one are meant.

Whenever in a battalion review, the troops pass in review the second time, at double time, the reviewing officer and his staff should salute the color. The provisions of Paragraph 712, Infantry Drill Regulations (1911), that "The reviewing officer, and others at the reviewing stand salute the color as it passes," means that the color is to be saluted **whenever** (every time) it passes. Furthermore, it is customary for the reviewing officer and those who accompany him to salute the color when the troops pass in review the second time.

Should a person be in a position where the colors pass and repass several times, at short intervals, he would not uncover every time they passed. For instance, when troops are at drill in an armory or elsewhere, the color would be saluted the first time it passes but not after that. At a review when the reviewing officer passes **in rear** of the color while walking or riding around the troops, he and those who accompany him do not salute the color. (Par. 712, Infantry Drill Regulation, 1911, states: "The reviewing officer and those accompanying him salute the color when passing **in front** of it," from which it is inferred that they should not salute when passing in rear.)

MISCELLANEOUS

470. A junior walks, rides or drives on the left of a senior and in the first case always keeps step with him.

471. It is customary for troops to be paid under side arms. All officers attending payment, except the quartermaster, wear sabers.

472. "I desire," "I wish," and similar expressions, when used by the commanding officer, or, "The commanding officer desires," etc., when used by the adjutant, are tantamount to orders.

473. In delivering verbal messages from a senior to a junior, soldiers use the form, "Captain Jones presents his compliments to Lieutenant Smith, and says," etc. A junior officer should never "present his compliments" to a senior.

474. One knock before entering a room is considered "the official knock" and is a signal for everyone within to come to attention.

475. Formal dances given by soldiers are sometimes opened by officers and ladies dancing the first dance.

476. In one or two regiments, a regimental punch, "The ———— Infantry Punch," the recipe for which has been handed down for many years, is served on all regimental social occasions and every year the officers send out regimental New Year's remembrances in the form of special cards.

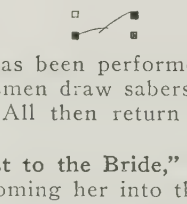
477. In some commands, the riding of public horses about the post, by either officers or enlisted men, at gaits faster than the trot, is forbidden.

478. At military weddings the bridegroom, best man and ushers wear side arms, and the bride cuts the wedding cake with her husband's sword.

In marching out of the church, the bridegroom, the best man and the groomsmen offer their **right** arm to the bride, the maid of honor, and the bridesmaids, thus avoiding the entanglement of sabers and dresses, and leaving the left hand free to carry the cap, which is held with the visor pointing **left oblique.**

Sometimes the decorations are so arranged that during the marriage ceremony the bride and groom stand under the national colors and the regimental colors of the groom, crossed.

At some **few** weddings that the author has heard of, the following feature constituted a part of the ceremony: The members of the bridal party take their places as here indicated:



After the ceremony has been performed and the married couple start to leave, the groomsmen draw sabers and cross them aloft, the couple passing beneath. All then return sabers and follow out as usual.

479. **"The Army Toast to the Bride,"** usually preceded by some appropriate remarks welcoming her into the Army, is drunk by having the best man and groomsmen draw their sabers together, at the command, "1. Draw, 2. Saber," and then crossing them above the bride's head, after which the glasses, passed by a waiter, are taken in the left hand. The toast may be concluded with, **"How!"**

480. A very pretty old Army custom that one sometimes sees, is the baptizing and christening of a baby under the regimental color of its father, the function taking place at home, with something to drink to the "recruit's" health.

481. At some posts there is a daily "matinee" of officers at the adjutant office—that is, the officers gather informally at the adjutant's office for a few minutes soon after guard mount, exchange salutations, discuss current topics, etc. At other posts it is sometimes customary to sound officers' call at a given hour, when all officers repair to the adjutant's office to receive orders, etc.

482. Some officers upon joining as commanding officer of a post, situated near a town or city, call officially on the mayor. Should the place be the capital of the State, a call is also made on the governor. In making this call, the commanding officer is accompanied by the adjutant, or by the entire staff. This idea of furthering a feeling of cordiality between the military and the civil, is excellent, and should be encouraged. A general officer, or the commanding officer of troops passing through Honolulu, to or from the Philippines, might, for example, very properly call on the Governor.

483. WORDS TO THE ARMY BUGLE CALLS

Reveille:

I can't get 'em up, I can't get 'em up, I can't get 'em up in the morning;
I can't get 'em up, I can't get 'em up, I can't get 'em up at all;
Corp'rals worse than the privates;
Sergeants worse than the corporals;
Lieutenants worse than the sergeants,
And the capt'ns the worst of all.

Chorus—

I can't get 'em up, I can't get 'em up, etc.

Mess Call:

Soup-y, soup-y, soup,
Without a single bean;
Pork-y, pork-y, pork,
Without a streak of lean;
Coffee, coffee, coffee,
Without any cream!
(Or, the weakest ever seen!)

Sick Call:

Come and get your quinine, come and get your pills,
Oh! come and get your quinine, come and get your pills.

Stable Call:

Come all who are able and go to the stable,
And water your horses and give 'em some corn;
For if you don't do it, the Col'nel will know it,
And then you will rue it, sure as you're born.

Taps:

1	2	Another Version.
Fades the light;	Love, good night.	When your last
And afar	Must thou go	Day is past,
Goeth day,	When the day	From afar
Cometh night;	And the night	Some bright star
And a star	Leave me so?	O'er your grave
Leadeth all,	Fare thee well;	Watch will keep,
Speedeth all	Day is done,	While you sleep
To their rest.	Night is on.	With the brave.

BEANS—the commissary sergeant.
BEAN-SHOOTER—a commissary officer.
B-ACHE—to complain.
BELLY-ACHE—to complain.
BLACK STRAP—liquid coffee.
BLIND—sentenced by court-martial to forfeiture of pay without confinement.
BOB-TAIL—a dishonorable discharge, or a discharge without honor; to be "bob-tailed"—to be dishonorably discharged or to be given a discharge without honor.
BONE—to study; to try; to cultivate.
BONE BOOTLICK ON—to cultivate the favor of.
BOOTLICK—to flatter.
BOW-LEGS—cavalrymen.
BUCK-PRIVATE—a term sometimes used in referring to a private.
BUCKING FOR ORDERLY—giving clothing and accoutrements extra cleaning so as to complete for orderly.
BUNKIE—a soldier who shares the shelter of a comrade.
BUST—to reduce a noncommissioned officer to the grade of private.
BUTCHER—the company barber.
CANNED HORSE—canned beef.
CHIEF—name by which the chief musician of the band is usually called by the enlisted men.
CIT—a civilian.
CITS—civilian clothes.
C. O.—commanding officer.
COFFEE COOLER—one who seeks easy details away from troops; one who is always looking for an easy job.
COLD-FEET—fear, lack of courage (to have cold feet is to be afraid, to lack courage.)
COMMISSARIES—groceries.
CRAWL—to admonish.
DOG-ROBBER—name by which the enlisted men call a soldier who works for an officer. (An offensive term, the use of which generally results in trouble.)
DOUGH-BOY—infantryman.
DOUGH-PUNCHER—the baker.
DUFF—any sweet edible.
FILE—a number on the lineal list.
FOGY—ten per cent increase of officers' pay for each five years' service.
FOUND—to be found deficient or wanting in anything, especially an examination.
FRENCH LEAVE—unauthorized absence. Absent on French leave—absent without authority.
GOLD BRICK—an unattractive girl.
GOLD FISH—salmon.
GOAT—junior officer in post, regiment, etc.
GOATY—awkward, ignorant.
GUARDHOUSE LAWYER—a soldier with a smattering knowledge of regulations and military law; quite loquacious and liberal with advice and counsel to men in the guardhouse or other trouble.
HARDTACK—hardbread, biscuits.
HIKE—a march; to hike, to march.
HIVE—to discover, to catch.
HOBO—the provost sergeant.
HOLY JOE—the chaplain.
HOP—a dance.
HOW—form of salutation in drinking, meaning "Here's to your health," "My regards," etc.
I. C.—condemned by an inspector.
JAW-BONE—credit (to get things on "jaw-bone," to buy on credit).
JUMP—to admonish.
K. O.—the commanding officer.
MAJOR—name by which the sergeant-major is usually called by the enlisted men.
MULE-SKINNER—a teamster.
NON-COM.—non-commissioned officer.
O. D.—the officer of the day.
O. G.—the officer of the guard. (Rare.)
OFFICERS' LINE
OFFICERS' ROW —the row of houses where the officers and their families live.

Old Issue—an old soldier.
Old File—an old officer.
On Official Terms—not to be on speaking terms except officially.
On the Carpet—called before the commanding officer for admonition.
Openers—cathartic pills.
Orderly Bucker—a soldier, who, when going on guard, strives by extra neatness of appearance to be designated as orderly for the commanding officer.
Orderly Room—company office.
Pills—sometimes used in reference to the surgeon.
Punk—light bread.
Q. M.—the quartermaster.
Q. M. C.—quartermaster corps.
Ranked-out—to be compelled to vacate by a senior, as "to be ranked-out of quarters."
Red-tape—official formality; that is, the close or excessive observance of forms and routine in the transaction of business.
Regimental Monkey—the drum major.
Re-up—to reënlist at once.
Rookie—a new recruit.
Sand-rat—an officer or soldier on duty in the rifle pit at target practice.
Saw-bone—the doctor.
Shave-tail—a new second lieutenant. So called after the young, unbroken mules in the Quartermaster Corps. ("Shave-tails.")
Shutters—camphor or opium pills.
Sinkers—dumplings.
Sky-scout—the chaplain.
Sky-pilot—the chaplain.
Slap-jacks—pan cakes.
Slum—a stew of meat, potatoes and onions, mostly potatoes and onions.
Soap Suds Row—the laundresses' quarters.
Soldier, to—To soldier, to serve; also to shirk.
Soldiers' One Per Cent—one hundred per cent.
Sow-belly—bacon.
Stars and Stripes—beans.
Striker—a soldier who works for an officer.
Take-on—to reënlist before the expiration of three months after discharge.
The Old Man—term sometimes used by officers and soldiers in referring to the commanding officer; sometimes used by soldiers in referring to their company commander.
To Take Another Blanket—same as "Take-on."
Top Sergeant—first sergeant.
Yellow-leg—cavalryman.
Youngster—a young officer (a first or second lieutenant).
Wagon-soldier—light or field artilleryman.
Wind-jammer—a trumpeter or bandsman.
Wood-butcher—company artificer.

485. VISITING CARDS AND WEDDING INVITATIONS

There is no general, settled form for visiting cards and wedding invitations, except, as a rule, according to comparatively recent custom, below the rank of captain the name is prefixed by "Mr.," and with the rank of captain and above, by the military title.

However, some of our older officers who are well posted on such matters, do not think this recent custom is in accord with good military usage, believing that on anything as formal as a visiting card or a wedding invitation, a lieutenant, just as does a captain or a colonel, should have his rank appear: thus—

Lieutenant William Bronson Livingston,
Twenty-fourth United States Infantry.

485 (contd.)

The stocks of Black, Starr & Frost, and Tiffany & Co., show the following forms to be in use today:

MR. JOHN ALFRED SMITH

LIEUTENANT TWENTY-FOURTH INFANTRY,
UNITED STATES ARMY.

CAPTAIN JOHN ALFRED SMITH

TWENTY-FOURTH INFANTRY,
UNITED STATES ARMY.

CAPTAIN JOHN ALFRED SMITH

COAST ARTILLERY CORPS,
UNITED STATES ARMY.

MR. JOHN ALFRED SMITH

UNITED STATES CORPS CADET

Many officers who are very particular about such matters, prefer the forms on the following page.

LIEUTENANT JOHN ALFRED SMITH

TWENTY-FOURTH UNITED STATES INFANTRY

CAPTAIN JOHN ALFRED SMITH

TWENTY-FOURTH UNITED STATES INFANTRY

Personally, the author prefers the two forms above.

MAJOR JOHN ALFRED SMITH

UNITED STATES ARMY
(RETIRED)

486. Visiting cards in the National Guard. Regarding the use and form of visiting cards amongst officers of the National Guard, usage is very unsettled, the customs and the forms in the different States and also in different organizations of the same State, differing materially. In some regiments visiting cards with military titles are seldom, if ever, used, while in other regiments they are used on all occasions of an official or military character, and also on other occasions, when for any reason it is desirable that one's rank and regiment

should be known, e. g., in attending receptions or making social visits when away on duty as escort to the President, governor or other public personage; when visiting Army posts or armies of other organizations, etc.

The following forms, selected from cards used in three or four of the leading National Guard organizations of the country, are considered in good taste:

COLONEL JOHN ALFRED SMITH

7TH REGT., N. G., N. Y.

CAPTAIN JOHN ALFRED SMITH

ADJUTANT
7TH REGT., N. G., N. Y.

MR. JOHN ALFRED SMITH

2ND LIEUTENANT, 7TH REGT., N. G., N. Y.

Captain John Alfred Smith

Company A, 1st Regt., Infantry
National Guard of Pennsylvania

Captain John Alfred Smith

Company A, 1st Regt. Inf., N. G. P.

Major John Alfred Smith

Armory
Madison Ave. and 94th St. Commanding
New York Squadron "A," N. G., N. Y.

Mr. John Alfred Smith

First Lieutenant, Squadron "A"
N. G., N. Y.

MR. AND MRS. WILLIAM HENRY FAIRFIELD

REQUEST THE HONOR OF YOUR PRESENCE

AT THE MARRIAGE OF THEIR DAUGHTER

LILLIAN FENSMITH

TO

MR. WILLIAM BRONSON LIVINGSTON

LIEUTENANT, UNITED STATES ARMY

ON TUESDAY THE FIRST OF JULY

AT TWELVE O'CLOCK

AT TRINITY CHURCH

CAMBRIDGE, MASSACHUSETTS

Although this is the form that appears to be most commonly used at present, many officers who are particular about such matters, prefer the form, for example, "Lieutenant William Bronson Livingston, Twenty-fourth United States Infantry."

487. Visiting cards. Social etiquette regarding visiting cards is about the same in the Army as in civil life, being:

(a) One card to be left for each person called on, whether at home or out—for instance, if calling on an officer, his wife, daughter, and guests, four cards should be left; in case the person called on is out, it is customary with some people to fold one corner of the card to indicate the call was made in person. The leaving of one card folded in the middle signifies the call was intended for everyone in the house. It is, however, considered better form to leave one card for every person.

Whenever calling on an officer who has just joined be sure always to leave your card whether or not the officer is in. Remember he is receiving numerous callers and the leaving of your card will enable him to keep track of your call—otherwise, he must rely on his memory and may overlook it.

It is not customary to leave cards when calling on people on whom you call quite regularly.

(b) When calling on a young lady who is a guest a card should also be left for the lady of the house and her husband, whether or not you have ever met them.

(c) When one of two persons who are calling together has no cards, it is permissible for the one to write his name in pencil on the cards of the other.

(d) In case of calls on persons who are sick, "To inquire" or "Kindly inquiry" is usually written on the card; in case flowers or other remembrances are sent, "Best wishes for a speedy recovery," or some similar sentiment, may be written on the card; in the case of a call after a recent death in the house, "Deepest sympathy." As an acknowledgment of a "Deepest sympathy" card, the receiver may send his mourning card with p. r. (pour remercier), written in the lower left hand corner.

After a death, visiting cards may be sent with some such statement as this written thereon in ink: "Please accept my heartfelt thanks for your kind inquiries and favors during my hour of trouble."

(e) When attending a reception, a tea or an "at home," it is customary to leave the proper number of cards (one for each person receiving) in the hall or other suitable place. In this connection it may be stated at large receptions it is neither necessary nor desirable to say good-bye to the host and hostess before leaving. Upon approaching the person doing the introducing always give your name in a slow, distinct voice, although you may be fairly well acquainted with him.

(f) Whenever going away for any length of time, cards with "P. p. c." *(pour pendre congé*—to take leave) written in the lower left corner should be left with everyone in the post with whom you have close

personal or official relations, and such cards should also be mailed to near-by friends on whom it is not possible to call. It is sometimes customary to write your destination on the lower or upper part of the card. With intimate friends this less formal expression may be used: "Good-bye. Sorry not to have seen you before leaving."

(g) If the privileges of a club have been extended to you while on a visit, just before leaving the place post one of your "P. p. c." cards on the club bulletin board.

"To the President and members of the Army and Navy Club," for example, or some similar remark, is sometimes written on the card in addition to "P. p. c."

(h) When paying calls in a strange city or neighborhood, write your temporary address on your card.

(i) In calling at a hotel, write on the card sent up, or left, the name of the person for whom it is intended, thus making sure that it will be delivered to the proper person.

THE ORIGIN OF CERTAIN PRACTICES IN THE SERVICE

488. Firing three volleys at military funerals. In the funeral rites of the Romans the casting of the earth THREE times upon the coffin constituted "the burial." It was customary among the Romans to call the dead THREE times by name, which ended the funeral ceremony, after which the friends and relatives of the deceased pronounced the word "Vale" (farewell) THREE times as they departed from the tomb. So that today, when a squad of soldiers fires THREE volleys over a grave, they are, in accordance with this old Roman custom, bidding their dead comrade "Farewell," THREE times.

The number THREE was doubtless selected by the Romans because of its symbolical and mystical significance, 3, 5, and 7 being so considered in all recorded history. We have, for instance, the Holy Trinity, the Three Graces, the frequent recurrence of THREE in the Masonic ritual, etc. In the old Army it was customary in some regiments when a soldier was absent from roll call for the first sergeant to call the absentee's name again THREE times at the end of the roll. It is really interesting to note to what extent the number THREE enters our daily lives: Boys start their races by "One, two, THREE —Go!"; the baseball fan says "THREE strikes—and out!"; a ship before leaving her berth blows her whistle THREE times and gives the same number of whistles as a salute when passing another ship at sea; the enthusiast gives his "THREE cheers!" etc.

489. Sounding taps at military funerals. This practice involves a deeply felt sentiment—"rest in peace." In the daily life of the soldier the sounding of taps at 11 o'clock p. m., signifying "Lights out," announces the end of the day, implying that the cares and labors of the soldier are ended for that day. So does the sounding of taps at his funeral signify the end of his day—the "Lights out" of his life—his "rest in peace."

There is no other call so beautiful, so significant, so replete with associations of comrades dead and gone—there is no other call that arouses so much sentiment, so many emotions in the soul of the soldier as the sounding of "Taps." Indeed,

"Fades the light;
And afar
Goeth day,
Cometh night;
And a star
Leadeth all
To their rest."

It is known that the custom of sounding taps at military funerals obtained in some regiments during the Mexican War, and there is an impression in some quarters that the practice existed prior to that time, it having been formally inaugurated at West Point about 1840. However, be that as it may, it is evident that the custom in its present form did not become general until after the Civil War, as the following from the regimental history of the old 2d Artillery shows:

During the Peninsular Campaign in 1862 a soldier of Tidball's Battery—"A" of the 2d Artillery—was buried at a time when the battery occupied an advanced position, concealed in the woods. It was unsafe to fire the customary three rounds over the grave, on account of the proximity of the enemy, and it occurred to Captain Tidball that the sounding of Taps would be the most appropriate ceremony that could be substituted. The custom thus originated was taken up throughout the Army of the Potomac, and finally confirmed by orders.

490. The Practice of Saluting.

1 With the hand.

(a) The custom is supposed by some to have come from a Roman practice dating back to the Borgias, or even earlier. In those days assassination was so common by the dagger that inferiors coming into the presence of superiors were required to raise the hand, palm to the front, thus showing there was no dagger concealed in it. Time and custom have modified the requirement to the present method of saluting.

(b) There are others who are inclined to this view: From the beginning of time inferiors have been required to uncover before their superiors, and equals to acknowledge each other's presence by some courtesy. It was not so very long ago when a sentinel saluted not only with his gun but by taking off his hat also (viz., in the British army during the Revolution). Complicated headgear like the bearskin and the helmet could not be readily removed, and the act of removing the hat degenerated into the movement of the hand to the visor as if the hat were going to be removed, and finally became conventionalized as at present.

(c) And there are those of a romantic turn of mind who favor this version: In the days of the jousts and tournaments, after the crowning of the Queen of Love and Beauty the knights passed in review before her throne. Each as he drew near raised his mailed right hand to shade his eyes—a chivalric way of intimating that he would be dazzled by her beauty. This knightly homage passed on down the ages to become the soldier's salute.

2 With the saber.

The practice comes from the custom during the Crusades, of knights, when receiving orders, always to call upon God to witness their assumption of the duty imposed, by raising the sword to the lips and kissing the cross formed by the guard and body of the weapon. Originally the sword was inverted when kissed—that is to say, the guard was up and the point down.

The dipping of the saber point in saluting signifies submission.

491. Removing right hand glove when sworn as a witness before a court-martial. The raising of the hands and eyes to heaven in taking an oath is of great antiquity, being a sort of prayer. The head was bared because of respect for Deity, to whom appeal was made. After Christianity developed and the Bible was printed, oaths were taken by placing the bare hand on the book, head uncovered, during the administration of the oath, and at its completion the persons swearing kissed the Bible; all this reverently in an appeal to Deity to witness the obligation taken. This ceremony was introduced in this country and continued until twenty or thirty years ago. But the Bible was not always at hand and the general custom has reverted to the raising of the bared right hand with the head uncovered.

The practice or removing the right hand glove comes from the fact that in olden times all criminals were branded in the palm of the right hand, and consequently, in order to ascertain whether a witness was a criminal, all witnesses wearing gloves were required to bare the right hand before being sworn.

492. Medals and other insignia are worn on the left breast because it was the shield side of the Crusaders, and furthermore, because it was near the loyal heart that the knight placed his badge of honor and fealty to his king.

493. Twenty-one guns the international salute. This practice, like many of our others, we got from the British.

A proposition originating with the British Government and adopted by the United States, August 18, 1875, provides for "Salutes

(NOTE—In the personal salutes is also seen the survival of the custom of the saluter placing himself unarmed in the power of the saluted. The touching or removal of the cap, dropping the point of the sword, presenting arms, firing cannon and small arms, manning yards, etc., symbolize the removal of the helmet, giving up the weapon, exposing the crews, abandoning the guns, etc.)

to be returned gun for gun," the British salute at that time consisting of 21 guns.

So, that is the reason why our international salute consists of **twenty-one** guns. The question now arises, "Why did the British select the particular number **twenty-one?"**

Originally **war-ships** fired salutes of **seven** guns, the number **seven,** "The Sacred Number," having probably been selected because of the mystical and symbolical significance given it in the Bible as well as among the principal nations of antiquity. The origin of the mystical and symbolical significance is doubtless astronomical or rather astrological, viz., the observation of the **seven** planets and the phases of the moon changing every **seventh** day. In the Bible we find the Creation was completed in **seven** days; every **seventh** year was sabbatical and the **seven** times **seventh** year ushered in the jubilee year, etc.

Although by regulation the salute at sea was **seven** guns, shore batteries were allowed to fire three guns to the ship's one. The difference was due to the fact that in those days sodium nitrate, which easily deliquesces, was largely used in the manufacture of powder and consequently the powder easily spoiled at sea, whereas it could be better kept on land, where **three** times as many guns were, therefore, prescribed. The multiplier, **three,** was probably selected because, like **seven,** it has been from remote antiquity, a number of mystical and symbolical significance.

After potassium nitrate, which is not as perishable as sodium nitrate, came into general use in the manufacture of powder, and it was not, therefore, so difficult to keep powder at sea, the number of guns for the naval international salute was raised to equal the number of guns given by land forces—that is **twenty-one.**

By common agreement, the international salutes of all nations are now 21 guns. International salutes grew out of custom and usage, and therefore have a basis similar to that of the common law of England. The custom began with the requirement of strong nations to exact from foreign vessels acts of submission, even by force, but in the 17th century the question of ceremonial became a matter of negotiation and frequently of hostility between the states of Europe. Although saluting was originally forced upon the vessels of smaller nations to compel them to recognize the superiority of the greater, in the final recognition of the principle of equality between nations it became customary to render salutes "gun for gun."

494. Twenty-one guns the Presidential salute. The Presidential salute has not always been 21 guns. For instance, in 1812 and 1821 it was the same as the number of states, i. e., 18 and 24, respectively, which was also our international salute.

In 1821 the President and the Vice-President received the same number of guns. Before this time the Vice-President had received only 15 guns.

Since 1841 the President has received a salute of 21 guns and the Vice-President 17.

495. The **"Salute to the Union,"** commemorative of the Declaration of Independence and consisting of one gun for each State, is fired at noon on July 4 at every post provided with suitable artillery. The salute at present (July, 1911) consists of 46 guns.

496. Dough boy. The following versions are given of the derivation of the expression "Dough boy" as meaning "Infantryman":

1 In olden times, when infantrymen used to clean their white trimmings with pipe-clay, if caught in the rain the whiting would run, forming a kind of dough—hence the sobriquet "dough boy."

2 The tramp of infantry marching in mud sounds as if their shoes were being worked and pressed in "dough."

3 From "Adobe" (mud) then "Dobie"—the idea being infantrymen are the soldiers who have to march in the mud; hence the expressions used in the sixties and early seventies in referring to infantrymen as "Dobie crushers," "Dobie makers" and "Mud crushers."

4 However some Infantrymen think they are called "Dough boys" because they are always "kneaded" (needed), while other Infantrymen think they are so called because they are the "flower" (flour) of the Army.

(Probably loyal infantrymen think this for the same reason that good artillerymen say artillerymen are called "Wagon soldiers" because they are the ones who always "deliver the goods.")

497. Meaning of the word "Infantry." The Infantry is the oldest of the "arms" into which armies are conventionally divided. The word "Infantry" comes from a Latin word meaning child, boy, servant, foot soldier—foot soldiers being formerly the servants and followers of knights. It is said that in German reviews the Infantry always comes first and is greeted by the Emperor as "My children," the "Mes enfants" of the French—hence "Infantry," an assemblage of children.

498. How. The expression "How," used by Army men in drinking, is equivalent to the expressions "Here's to your health," "My best regards," etc.

There is a humorous version of the significance of "HOW" to the effect HO standing for water, the HO stands for ½ water and the W stands for whiskey—i. e., "½ water and ½ whiskey."

Some think it is merely the Indian corruption of "How d'ye do?"—the usual salutation of the white man, abbreviated by the Indian into "How," and taken up and used by officers and soldiers who in the early days of frontier service were thrown in constant contact with the Indians.

However, on the other hand, there are others who believe the expression is derived from the Indian language direct. Colonel H.

L. Scott, Superintendent of the U. S. Military Academy, and a recognized authority on the Indian language, says:

"The word has been widely used by the Indians of many tribes having different spoken languages. The earliest reference is from Alexander McKenzie (discoverer of the cKenzie River), 1789, speaking of the Cree Indians, p. 71: He sits down and the whole company declare their approbation a hanks by uttering the word 'ho.' The next reference is found adbury's Travels in the Interior of North America, 1809-1811 his book has been reprinted in Early Western Travels, edited Reuben Goldthwaite, vol. V., 116: Whenever their performance (arees, Mandans, Gros Ventres of the Missouri singing) ceased the mination was extremely abrupt by pronouncing the word 'how' in a quick elevated tone. Consult also Alice Fletcher's Indian Songs. Century Magazine, vol. XXV, p. 421, and Archaeological and Ethnological papers, Peabody Museum, No. 5.

"Governor I. I. Stevens in Pac. R. R. Report, vol. 12, part 1, p. 75, 1853, Among the Assinniboines—'My remarks seemed to make a very favorable impression and were received with every mark of respect. Their approbation was shown as each paragraph was interpreted by the ejaculation "how"—a common word answering every purpose of salutation, approval, concurrence.

"Dr. Washington Matthews in his able monograph on the Hidatsa Indians, written probably about 1868, has, p. 147, 'H-a-o,' a word used to denote approbation, gratification, agreement, assent—a greeting. It is common to many Indian languages. It is usually written 'how' by travelers, the same as the English word 'how.' It is difficult to determine the best mode of spelling. Mr. Riggs in his Dakota dictionary writes it 'hao' and 'ho,' both of which forms are used here also, although the Tidatsas rarely say 'ho.' I have heard it myself with the above signification used among the Indians of the Southern Plains—sometimes with the form 'ehow, ehow'—'thanks,' among the Kiowas, Comanches, Kiowa Apaches, Caddos, Wichitas and Delawares, Southern Cheyennes and Arapahoes in Oklahoma.

"The above references show the use of the word on the plains from the Saskatchewan River to the Rio Grande, from 1798 at least until the present day. The following from Colonel Rodenbough's book From Everglade to Canon with the 2nd Dragoons, p. 55, is an account of the origin of the use of the word how in the Army:

"Coacoochee, a chief of the Seminoles in Florida, was invited to meet Col. Worth at Fort Cummings near Big Cypress Swamp in Florida, March 5, 1841. Coacoochee came to the meeting and for certain reasons was treated with great consideration. * * * On this occasion originated the expression 'Hough,' which, as an army sentiment, has been uttered by countless lips from the Gulf of Mexico to

the St. Lawrence, from the Atlantic to the Pacific; and even the banqueting halls of foreign lands have not been strangers to the little word, so full of joyous memories to the American soldiers, although few know when, how, or where it was coined.

"Coacoochee, observing that the officers of the garrison used certain expressions, such as 'Here's luck!' 'The Old Grudge!' etc., before drinking, asked Gopher John, a negro interpreter, what they said. John was puzzled but finally explained by saying, 'It means How D'ye do!' Whereupon the chief with great dignity lifted his cup, and, elevating it above his head, exclaimed in a deep guttural and triumphant voice, 'Hough!'

"The word was at once adopted by the officers of the Infantry and Second Dragoons, and its use has spread rapidly through the whole Army."

499. "Sounding Off" at parade and guard mount. At parade and at guard mount when the adjutant gives the command, "Sound off," it is **customary** for the band to play three chords or flourishes, called "THE THREE CHEERS," before beginning to play the march and marching up and down in front of the command. After the band has returned to its place and finished playing the march, the "THREE CHEERS" are again sounded.

This practice comes from the following custom that obtained during the Crusades:

Soldiers that had been selected to go on the Crusades were often formed in line with troops not so selected. The band would march past and countermarch only in front of the soldiers designated for Crusade service, thus signaling out and dedicating to the cause these particular men. It is very probable that the assembled populace did considerable cheering during this part of the ceremony and it is quite likely that "THE THREE CHEERS" are symbolical of that cheering.

500. Parades and reviews originated in the days of feudalism when rulers, as a suggestive display of their strength, were wont to parade their soldiers in the presence of other rulers.

501. The practice of hoisting the flag to the peak of the flagstaff before lowering it to and from half-staff comes from the Navy, where the flag is **invariably** saluted when hoisted and also before being lowered. The saluting position of the flag is at the peak of the flagstaff—hence the flag must be raised to that position before it can be saluted upon being placed at half-staff or lowered therefrom.

502. Significance of our insignia of rank. The second lieutenant stands on the level ground, looking up to his superiors at varying altitudes above him. He begins to climb toward the top, his first step being the lower bar of the fence, which position is typified by

the one bar of the first lieutenant. Upon reaching the top of the fence, the officer wears two bars, which represent the bottom and the top bars of the fence, from which point of vantage he can now survey the field. From the fence, the officer must climb to the branches of the oak, the tree of might and strength. It is a long climb and symbolizes the marked difference that exists between the company and the field officer. The gold oak leaf on the major's shoulder strap symbolizes this position. The next step is to the tallest tree of the forest, the straight, towering silver poplar, with no branches for many feet from the ground. Although this point of vantage is somewhat higher than that of the oak, it is not materially so, and the duties and responsibilities of the position are about the same. The officer is now among the silver leaves of the poplar, which fact is typified by the silver leaf of the lieutenant-colonel. The silver eagle of the colonel symbolizes the bird that soars above the top of the towering poplar. The next step is the greatest of all: To the stars up in the firmament, far, far above the eagle's flight, which position is typified by the star on the general officer's shoulder strap.

This description of the significance of our insignia of rank is, of course, merely a romantic explanation.

503. The origin of the aiguillette. The several origins which have been attributed to the aiguillette possess no authenticity; the following is, however, the most probable:

"The Duke of Alva, a Spanish General, having had cause to complain of the conduct of a body of Flemish troops, which had taken flight, ordered that any future misconduct on the part of these troops should be punished by hanging the delinquent, without regard to rank or grade.

"The Flemings replied that to facilitate the execution of this order, they would hereafter wear on the shoulder a rope and a nail, which they did, but their conduct became so brilliant and exemplary, that this rope was transformed into a braid of passementerie, and became a badge of honor, to be worn by the officers of princely households, the pages, and corps d'elite," etc., etc. (Translated from LAROUSSE'S GRAND DICTIONARY OF THE XIX CENTURY."

The following is another version:

In the very early days before Knights wore metal armor, they wore coats of thick bull hide or sole leather which laced up the back. As it was impossible for them to "button" such a coat, the act had to be performed by their squires, who were required to carry a supply of stout leathern thongs pointed with the "tooth-pick bones" taken from the leg of a buck, or with some kind of a metal point such as our common shoe-string has at this day. The story goes that the squire carried these thongs in a small roll or bundle hanging over

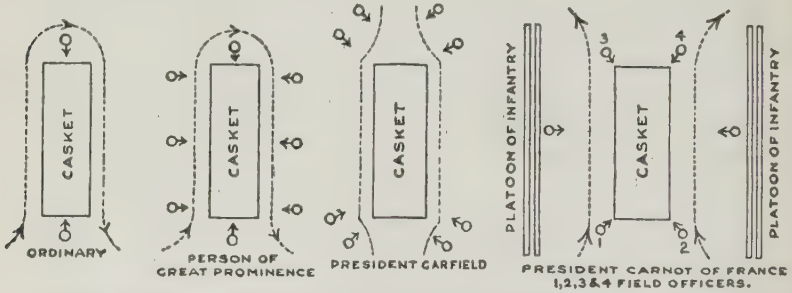
his shoulder and from this has gradually developed the idea of an aide or adjutant wearing the aiguillette as the badge of his office.

504. Plumes. Originally, plumes were worn on the helmet to protect the neck from sword cuts.

505. Sashes. Sashes, in the beginning, were used for carrying the wounded off the field of battle.

506. Guard of honor over remains lying in state. Practice regarding the details of this custom is not uniform. The following statements are based on what was done in the cases of the remains of President Garfield, Generals Grant and Lawton, Secretary of State John Hay and several other persons of less note:

The number of sentinels, never less than two, depends upon the prominence of the deceased. These diagrams show various numbers of sentinels and their disposition:



Sentries are represented thus, O->, and the dotted lines indicate the line of march of the public.

The guard is always under the command of an officer, the enlisted personnel consisting of as many noncommissioned officers and privates as may be necessary. In the case of dignitaries the sentinels may be officers.* In the case of an officer serving with troops, men of his command are selected for the duty, and preferably men who have shared personal danger with him or who are attached to him. In other cases, the only things considered in selecting the guard, are soldierly bearing, steadiness and discipline.

The sentinels, in full dress, are posted as soon as the casket, flags, flowers, etc., are arranged and before the doors are opened to the public. They always face the casket, and remain at parade rest, with the head bowed. (If in a church, they always face the altar.) During the hours that the public is excluded from the building, the sentinels may appear in dress uniform and may be allowed to sit and

* This was the case with the remains of General Grant, President Carnot (of France) and Queen Victoria.

walk—they would then be relieved every hour. Overcoats may be worn if the weather is sufficiently cold and the building can not be kept warm. When there are no people around, the sentinels might very properly be allowed to stand at ease.

The usual instructions for the sentinels are to allow no one to interfere with or touch the casket, and to see that the public do not stop, but that the line moves on continuously. One or more non-commissioned officers should exercise general supervision over the line of passing people, and see that it does not stop.

Sentinels are relieved every thirty minutes. Sometimes bayonets are fixed and other times not. In case of mounted troops, the sentinels are posted with the saber drawn. The sentinels render no salute whatsoever. Sometimes the sentinels present arms when the pallbearers are leaving the room with the casket.

An atmosphere of silent dignity should surround the remains of the honored dead, and consequently the sentinels should be relieved in silence, the commands being murmured. The corporal and sentinels should move to and fro at trail and the sentinels do not port arms in exchanging post. In coming to the order, the rifle is gently lowered to the floor. The old sentinel comes to attention as the new one halts at his left, and faces about at the murmured command of the corporal, the new sentinel side-stepping into the old sentinel's place as soon as the latter marches away.

When the pallbearers take their places at the handles—just before the signal "Raise" or "Lift," is given—the sentinels stand relieved. They may, if it be so desired, march out immediately in rear of the casket and join the escort outside.

507. Seating guests at dinner. If a dinner is given in honor of Mr. and Mrs. A, then Mr. A sits at the right of the hostess, and Mrs. A at the right of the host, irrespective of the social, political or official importance of Mr. and Mrs. A.

(Although it is the prevailing custom to place the "guests of honor" on the right of the host and hostess, it should be said that when there are present persons of considerably greater prominence than the "guests of honor," it is thought that the former should be given precedence. Abroad the rank of individuals determines the position at table, regardless of the "guest of honor," unless the latter be a great celebrity. In Washington and other large cities the American usage is giving way to that of the rest of the world.)

If a dinner is not given in honor of some particular person, then, when military and civil officials are present, the hostess places the most important civil functionary on her right and the highest ranking officer on her left, or vice versa, depending upon circumstances, which the occasion alone can decide. Their wives should have the corresponding seats of honor next to the host. For example, in the

507 (contd.)

Philippines a Department Commander would be given precedence over a Provincial Governor, and ordinarily a post commander would be given precedence over a presidente. Department Commanders should rank next to Commissioners, Colonels next to Provincial Governors, and other field officers (not commanding posts) next to presidentes. Common sense and custom must be exercised in determining precedence, but in a gathering of civil and military officials this general principle should always be borne in mind: In our form of government the military is subordinate to the civil; so, where the positions of a military and of a civil official are so nearly the same in importance as to cause doubt as to precedence, it is always safer to give precedence to the civil official.

The other civilians, the officers and the ladies should be assigned to seats according to rank or position, social or official (ladies and gentlemen alternating) from the two ends to the center of the table, but the hostess must use good judgment and consider the congeniality of neighbors. It goes without saying that when natives in the Philippines are invited to dinner, there can be no discrimination in assigning them seats.

If no ladies are present, as for instance, at a military dinner, the host might select an officer of his own rank—ordinarily an intimate friend—or the senior officer present, and place him at the opposite end of the table. Then the host would assign the highest in rank to the seat on his right, the next to the seat on his friend's (or senior's) right, the third on his left, the fourth on his friend's (or senior's) left, etc. If an Army officer were governor of a province, he would ordinarily, at a "stag" dinner, place the highest civil functionary at the other end of the table; No. 2 civil at his right, No. 3 civil at his left; Nos. 1 and 2 Army, at the right and left of the civil functionary, etc., alternating officers and civilians with due regard to importance, but being careful to arrange neighbors that will probably be congenial.

The hostess should be served first, or, in her absence, the host —the latter is always served first with the wine. The reason being that the hosts are thus able to see that everything is as it should be before being served to the guests.*

The servant should then pass to the hostess' right and down that side around and back up the other side, helping the guests in regular order irrespective of sex or rank.

If there are two serving the same dish, they should both repair to the hostess and then pass around the two sides simultaneously.

If two servants are passing the different parts of the same course, one proceeds as above and the other follows:

* The Romans did likewise but with them it was done to prove to their guests that food and drink were not poisoned.

If the table is not long but is round, the seating and serving conform as nearly as possible to the principles above cited.

At even small dinners of eight people it is customary to use "place cards" on the table at each napkin, neatly written: "Mrs. Blue," "Colonel Yellow," etc.

"Place cards" should always be used at large dinners so as to avoid confusion.

At very formal and rather large dinners, the gentlemen, on entering the host's home are handed by the maid at the door, a small envelope inclosing a card bearing in writing the name of the lady to be escorted by him to dinner. It becomes his duty to seek her "place card" and draw back and push up her chair.

At very large dinners for men a diagram of tables and seats showing the place of each guest is prepared for consultation by guests before entering the dining hall. Great confusion and endless wandering about might otherwise result.

See "Dinner" in the index.

508. Treatment of guests at receptions. At a reception no one in particular can be served first—it is a case of "First come, first served." Soon after the guests pass the receiving line they are shown to the dining room where they are served and looked after by the assistants and attendants.

Special attention should always be paid to persons of prominence.

See "Receptions" in the index.

509. The regimental mess. The main purpose of a regimental mess is to promote cordiality, comradeship and *Esprit de Corps,* and while such a mess is social in its nature, the meals, especially dinner, are in a way semi-official functions. In order to give a regimental mess the proper atmosphere, it should be the repository of regimental trophies and regimental souvenirs collected during the service of the regiment.

The regimental mess in our Army is not a general and established institution as it is in European armies; consequently our mess customs are not uniform. In most European regimental messes, particularly the English and German, there is considerable formality, especially at dinner, where the English wear the mess jacket and the Germans their double breasted frock coats or full dress if distinguished guests are present, toasts are made to the sovereign and others, and many customs observed. The following is the consensus of opinion of various officers who have been in regimental messes both in this country and abroad:

The colonel (or the senior officer) presides and sits at the head of the table, the lieutenant colonel on his right, the adjutant on his left, the other officers being seated on both sides of the table accord-

509 (contd.)

ing to rank. The caterer sometimes sits at the end of the table opposite the presiding officer.

Dinner is a formal meal, everyone wearing the uniform prescribed. The members of the mess assemble at some convenient place and await if necessary the arrival of the presiding officer. They follow him into the mess and take their seats when he takes his. Should he know that he will be late, he ordinarily sends word to the officers not to wait for him, but to proceed with the meal. Should he arrive during the meal, everyone rises and remains standing until he has taken his seat, and likewise when he leaves the table, those who remain, rise. This, of course, applies to all meals.

The cloth is considered "removed" when the presiding officer receives his cup of coffee; this ends the "formal" part of the meal, and smoking is in order. Before the cloth is "removed" no officer may leave the table without making his excuses to the presiding officer. At very important dinners no officer may leave the table until the presiding officer himself sets the example.

In case a junior officer is late at dinner he should, before taking his place at table, approach the presiding officer with a gentlemanly word of apology for his lateness. This, however, is not necessary at the informal meals of breakfast and luncheon.

Should the presiding officer so desire, it would not be amiss to invite the regimental chaplain, by a mere inclination of the head, to say grace before dinner. Should a bishop or prelate be present as a guest, he might be invited to say grace.

Guests should be introduced to the presiding officer before the meal.

Breakfast and lunch are informal meals and all officers come and go at their own pleasure, within the hours fixed for the meals, wearing the uniforms that may be required by their various duties.

Regulations for a Regimental Mess

(Compiled from those of two regimental messes.)

1. All officers of the regiment (which includes the chaplain) and the surgeons on duty with the regiment, are eligible to membership.

2. Breakfast and lunch being informal meals, will be served from 6:30 to 8:30 a. m. and from 12 m. to 1:30 p. m. and may be partaken of individually, each officer selecting the hour most convenient. The dress will be that prescribed for the day's duty.

3. Dinner will be served at —— p. m., and the mess jacket will be worn.

4. Political, personal and religious discussions and the criticism of orders, are interdicted as being contrary to the spirit of the occasion. Officers will also refrain from conversation that may possibly be misinterpreted by servants in the room.

5. Officers having guests will notify the steward in advance, and, in order that proper attention may be shown them, will present them to the senior officer immediately upon his arrival.

6. Expenses, except for liquors and tobaccos, will be divided pro rata, and guests will be paid for by their entertainers.

7. The office of caterer will rotate monthly amongst the members of the mess.

8. Those who are late will be served with the course then in progress, unless unavoidably detained, in which event, after having made his excuses to the presiding officer, the latter remarks, "Let the gentleman be served with the first course."

9. No orderlies, messengers, etc., will be allowed to enter the mess during meals.

510. Flag at half-staff. The exact position of the flag at half-staff is not fixed in the Army Regulations, the Manual of Guard Duty, or the Navy Regulations, nor has it ever been defined in orders. In practice the position of the flag at half-staff is as follows:

(a) **In the case of a cylindrical iron flag-staff,** the middle of the hoist* is half way between the top of the top-staff and the band to which the top of the guy anchors are fastened;

(b) **In the case of a flag staff with cross-tress,** the middle of the hoist is half way between the top of the top-staff and the top of the lower-staff;

(c) **In the case of a flag-staff of one piece,** the middle of the hoist is half way between the top of the flag-staff and the foot of the flag-staff.

511. Special dinners. On Christmas day, Thanksgiving, July Fourth, and sometimes February 22, special dinners are served to the soldiers, in many cases the dining rooms being appropriately decorated. As a rule the decorations remain during the whole of Christmas week and a special dinner, but not as elaborate as the Christmas dinner, is served New Year's day. The company commander and the lieutenants of the company, accompanied by the lady members of their families as well as by others, visit the dining room and kitchen just before the dinner is served. In some few companies the soldiers are permitted to invite their wives and other ladies to dinner.

In some commands the post commander, accompanied by his staff, other officers and some of the ladies of the garrison, visit all the dining rooms and kitchens just previous to the dinner hour.

At some posts the soldiers give a dance that evening or the evening before, in the post hall or in the barracks.

* The dimension of a flag that extends along the flag-staff is called the "hoist," while the other dimension is called the "fly." In case of a flag that is fastened to a staff, like a guidon, for instance, the dimensions are called the "pike" and the "hoist." When a flag-staff consists of two parts or sections, the upper part is called the top-staff (or topmast) and the lower part the lower-staff (or lower-mast or main-mast). The term "staff" is military, while the term "mast" is naval or nautical.

CHAPTER XXV

ARMY PAPERWORK

512. Paperwork an essential feature of military life. As irksome as paperwork may be to many people, it is nevertheless an essential feature of military life, being as necessary, in its way, as any other part of the military profession, forming, as it does, an important part of Army administration. It is, therefore, a subject in which officers, sergeants-major, first sergeants, company clerks, and others should be proficient. *However, it must be remembered that proficiency in paperwork, like proficiency in anything else, requires work and attention to business.*

513. Scope of subject. The subject of Army paperwork, in all its various phases, is so extensive that no effort will be made to cover it in a manual of this nature, the author merely confining himself to going into the correspondence phase of the subject sufficiently to enable the inexperienced officer to write correctly an official letter and indorsment, and to handle properly inclosures.

It is recommended that every officer get a copy of "ARMY PAPERWORK," which covers in an exhaustive and comprehensive way all phases of Army paperwork. The book is invaluable to those who are not familiar with Army administration, while to those of experience it is a great assistance as a guide and book of reference. For sale by Geo. Banta Publishing Co., Menasha, Wis., and all the distributers whose names appear at the beginning of this manual.

514. Heading, subject, and number of letter. The letter will begin with the place and date, written as at present; below this, beginning at the left margin, will come the word "From," followed by the official designation of the writer, or, in the absence of any official designation, the name of the writer with his rank and regiment, corps or department; below this, also beginning at the left margin, will come the word "To," followed by the official designation or name of the person addressed. Next will come the subject of the communication, indicated as briefly as possible and in not to exceed 10 words. The words "From," "To," and "Subject" will begin on the same vertical line. The sending office number of the communication will appear in the upper left-hand corner.

(Example.)

176.

Hq. Eastern Division,
Governors Island, N. Y., May 25, 1911.

From: The Adjutant General.
To: Captain John A. Smith, 1st Inf.
(Through C. O., Madison Barracks, N. Y.)
Subject: Delay in submitting reports.

The Division Commander directs that you submit without further delay the reports of your recent inspection of the Organized Militia of the State of New York, and that you submit an explanation of your failure to comply with Par. 6, S. O. 25, c. s., these headquarters.

J. R. HENRY.

In case of letter paper, the upper third, and in case of foolscap, the upper fourth of the sheet, will be devoted solely to the matter described in this paragraph. (See Par. 7, this order.)

515. Body. Then will come the body of the letter, which, when typewritten, will be written single-spaced, with a double space between paragraphs, which will be numbered consecutively.

516. Signature. The body of the letter will be followed by the signature. If the rank and the regiment, corps or department of the writer appear at the beginning of the letter, they will not appear after his name; but if they do not appear at the beginning of the letter, they will follow under his name as at present. For example:

Company A. 24th Infantry,
200. Madison Barracks, N. Y., Jan. 3, 1911.
From: Commanding Officer, Co. A, 24th Inf.
To: The Commanding Officer.
Subject: Pvt. Smith's case.

The case of Pvt. Smith has been investigated and charges have been preferred under the 62 A. W.

ROBERT JONES.
1st Lt., 24th Inf.

Madison Barracks, N. Y.
Jan. 10, 1911.

From: Capt. John A. Smith, 24th Inf.
To: The Adjutant General, U. S. A.
Subject: Leave of absence.

I have this day taken advantage of the leave granted me by Par. 1, S. O. I, Hq. D. E., 1911. My address will be c/o Army and Navy Club, 107 West 43d St., New York.

JOHN A. SMITH.

517. Use of only one side of sheet. Only one side of the paper will be used, the writing beginning about one inch from the top.

518. Brief. The matter described in paragraph 514 will constitute the brief of the letter.

519. Folding. Letter paper will be folded in three, and foolscap in four, equal folds, parallel with the writing; the top fold will be folded toward the back of the letter and the lower fold over the face of the letter. In three-fold letters both the brief and the office mark will be on the outside. In three-fold letters of more than one sheet the two lower folds of the sheets other than the first will be placed between the first and second folds of the first sheet, thus exposing to view both the brief and the office mark. In four-fold letters, whether of one or more sheets, the brief will be exposed to view by covering the office mark fold, or the office mark be exposed to view by covering the brief, according as it is desired to keep either the one or the other exposed to view for the purpose in hand.

520. Inclosures. All inclosures will be numbered and will be given the proper office marks. Inclosures to the original communication will be noted on the face of the letter to the left of the signature. If others are added when an indorsement is made, their number will be noted at the foot of the indorsement to which they pertain and also on the back of the lower fold of the first sheet of the original communication. To the latter notation will be added the number of the indorsement to which they belong, thus "One inclosure—fifth indorsement." Inclosures to indorsements are numbered in the same series as those to the original paper and the number of the indorsement to which they belong is added below. If few in number and not bulky, inclosures may be kept inside the original paper; otherwise they will be folded together in a wrapper marked "Inclosures." Officers through whose hands official papers pass will make the inclosures secure when they are not so.

INDORSEMENTS

521. Form. The writing width of indorsements will be the same as that of letters. The first indorsement will begin about one-half inch below the rank after the signature of the writer of the letter, and succeeding indorsements will follow one another serially, with a space of about one-half inch between indorsements.

The serial number of the indorsement, the place, the date, and to whom written, will be written as shown in the example. (See par. 522.)

When typewritten, indorsements will be written single-spaced with a double space between paragraphs. The paragraphs will be numbered consecutively.

522. Additional sheets. Should one or more additional sheets be necessary for indorsements, sheets of the same size as the letter with be used.

523. Routine indorsements to be signed with initials. Indorsements of a routine nature, referring, transmitting, forwarding, and returning papers, will not be signed with the full name, but with the initials. For example:

1st Ind.

Hq. 24 Inf., Madison Bks., N. Y., Jan. 1, 1911—To C. O., Co. C, 24 Inf.

To note and return. M. A. R.

2nd Ind.

Co. C, 24 Inf., Madison Bks., N. Y., Jan. 2, 1911—To the Commanding Officer.

Returned. Contents noted. I. K. S.

524. Numbering of pages. The pages, beginning with the first, will be numbered midway, about one-half inch from the bottom. In referring to an indorsement by number the number of the page will also be given. Thus: "5th Ind., page 3."

525. Carbon copies. All letters and indorsements that are typewritten, excepting letters of transmittal, reports of taking leave of absence, periodical reports and other communications of a similar nature, will be made with two carbon copies; one copy will be retained for the records of the office in which the letter was written, and the other will be forwarded with the communication for the files of the first office in which a complete copy of the communication is required for the records, but such forwarded copy will not be regarded as an inclosure within the meaning of paragraph 9, of this order. The carbon copy retained for the office record will be initialed by the person responsible for the letter, and such person is charged with the duty of seeing that the name of the official who signs the letter and any changes made before signature are inserted in the carbon. (Note: The name of the writer should be typewritten in the case of the carbon copy sent forward.—Author.)

(Model)

2039 Company B, 40th Infantry,
Fort William H. Seward, Alaska, July 19, 1912.

From: The Commanding Officer, Co. B, 40th Inf.

To: The Adjutant General of the Army.
(Through military channels.)

Subject: Philippine campaign badge, Corporal John Doe.

Inclosed are lists in duplicate of enlisted men of Company B, 40th Infantry, entitled to the Philippine campaign badge.

JOHN A. BROWN,
Capt., 40th Inf.

2 Incls.

824 1st Ind.

Hq. Ft. William H. Seward, Alaska, July 19, 1912—To the Comdg. Gen., Dept. of the Columbia.

S. F. T.,
Col., 40th Inf., Comdg.

2 Incls.

(Stamp) Rec'd Dept. Columbia, July 27, 1912.

526. Penalty envelope. Official letters are mailed in penalty envelopes. In the absence of the printed penalty envelope, any plain envelope may be made a penalty envelope by typewriting or writing by hand on the face of the envelope the matter shown below.

[PENALTY ENVELOPE]

WAR DEPARTMENT
Official Business
JOHN A. SMITH
2nd Lieut., 24th Infantry

Penalty for private use $300.

CHAPTER XXVI

THE EDUCATIONAL SYSTEM OF THE ARMY AND PROFESSIONAL STUDY

527. It may be said the general plan, the purpose, of our present military educational system is twofold:

1. By means of a carefully prepared, comprehensive and progressive scheme of practical and theoretical instruction, to stimulate interest in technical education, thus improving the minds of all in the service—the officers and men alike—with a corresponding increase in the efficiency of our military establishment;

2. To amplify the military education of specially selected officers, the underlying principle of the plan being "THE SURVIVAL OF THE FITTEST"—that is to say, the officers who excel in the garrison schools are to be given preference in the details of the various special service schools; those who excel in the various special service schools are to be detailed for courses of higher instruction—for example, those who excel in the Army School of the Line are to be detailed for the Staff College; those who excel in the Staff College are to be sent to the Army War College. Graduates of the Staff College and the Army War College are to be selected for important details, such as the General Staff, Military Attachés, etc. In case of war, these graduates would be assigned important duties.

The present system is so broad, comprehensive and far-reaching that it has not been in existence long enough for the theory of "The survival of the fittest" to have crystallized, but things, with the power and the certainty of a moving glacier, are gradually molding themselves that way, and the object in view will doubtless be attained within the next few years, and when it does come those who have neglected their technical education will find themselves greatly handicapped. It is, therefore, suggested that young officers just entering the service begin to prepare themselves at once, by study and by practical work, for the educational competition that is now manifesting itself everywhere in the Army, and that is working on the cumulative principle of a snowball rolling down the side of a mountain.

Aside from the natural and commendable pride which every officer should take in wishing to keep pace with his fellow-officers—aside from the power, confidence and satisfaction which knowledge

* In the preparation of this chapter valuable assistance was received from Colonel Gustav J. Fiebeger, Professor of Civil and Military Engineering, U. S. Military Academy.

gives—there is also another phase of the matter which should appeal to every ambitious officer:

At the outbreak of the Spanish War, for instance, it fell to the lot of many junior officers to muster in the volunteer regiments. Such officers were constantly asked questions relating to company and regimental administration, by commanders and staff officers not familiar with the requirements of the bureaus of the War Department. In no other way can a young officer more rapidly advance himself in time of war, than by demonstrating to the volunteers his thorough familiarity with the details of his profession. Many an officer of the Civil War received his first regiment, because he had shown his mastery of the art of caring for one.

The mastery of the details of company and post administration, the mastery of the evolutions of the drill book, etc., are valuable assets in the education of an officer, but they are far short of constituting such a military education as fits an officer for the responsible duties of a general staff officer, or for high command in time of war. These should be the ultimate aim of every young officer. How puny are the weightiest questions of post administration when compared with the military policy of a nation, the organization and mobilization of its armies, the strategy of a war, the tactics of a modern battle, the organization of the lines of supply!

528. Professional study and reading. In commenting upon one of the works on the art of war, published while he was on the Island of Saint Helena, Napoleon gave the following as the means of acquiring a knowledge of leadership:

> "Read and reread the campaigns of Alexander, Hannibal, Gus-
> "tavus Adolphus, Turenne, Eugene of Savoy, and Frederick
> "the Great. Model yourself on them. This is the only means
> "of becoming a great captain and of discovering the secrets
> "of the art. Evolutions, the science of the engineer and of
> "the artillerist may be learned from treatises, as geometry is
> "learned, but leadership can be acquired only by experience
> "and by the study of the history of the wars of the great
> "captains."

The young officer who has the leisure and the inclination will find himself well repaid by a careful reading of the campaigns of the great captains mentioned by Napoleon. It must be remembered that when Napoleon gave this advice, he was farther away from the period of war chariots, the shield and pike than we are from the flint-locks and smoothbore cannon of Frederick the Great.

Napoleon no doubt meant that while the means of prosecuting the art of war had changed, the problem of war as it presents itself to the responsible commander is ever the same—to form a plan of action when confronted by conflicting reports and hazy information;

to act on it with a confidence which gives assurance to subordinates and dismay to the enemy; and to meet every unexpected difficulty and even disaster with nerves and brain well under control. Did ever modern commander need these qualities to a higher degree than Hannibal who for fifteen years maintained himself in the Italian peninsula defying the power of the great Roman republic; or Caesar when he spent eight years in Gaul upholding the power of Rome against the continuous attacks by the hordes of Gaul and Germany, with no other weapons than the sword and pilum; or Frederick the Great, who in the seven years war had to defend his territory against the combined powers of Austria, Germany and Russia?

To those who have the time and inclination to learn the art as practiced by these captains the following books are recommended:

1. Alexander, Colonel Theodore A. Dodge—(8-vo, 680 pages).
2. Hannibal, Colonel Theodore A. Dodge—(8-vo, 670 pages).
3. Caesar, Colonel Theodore A. Dodge—(8-vo, 778 pages).
4. Gustavus Adolphus, Colonel Theodore A. Dodge—(8-vo, 850 pages).

(These four books are well illustrated, and give a complete account of the development of the art of war from the time of Alexander to that of Frederick the Great. The series is to be completed with the lives of Frederick the Great and Napoleon. The latter has been published but not the former.)

5. Turenne, H. M. Hozier—(4-2, 198 pages, London).
6. Eugene of Savoy, Col. Malleson—(264 pages, London).
7. Frederick the Great—Battles of Frederick the Great from Carlisle, Ransome—(237 pages, London).

529. Experience and study, according to Napoleon, are the rules that lead to military success. And yet if we are to accept the story told by Marshal Gouvion St. Cyr, Napoleon did not place a high value on experience.

In 1813, in a conversation between the two, St. Cyr told the Emperor, that he, St. Cyr, did not believe that either experience or long practice was of much value in acquiring the science of war. That of all men, friends and foes, who had commanded armies during the wars caused by the French Revolution, he did not find one who had learned much by experience. He would not except even Napoleon from this category, for he still considered the first Italian campaign as Napoleon's masterpiece.

The Emperor replied that St. Cyr was right. Considering the small means at his disposal, he, Napoleon, also regarded this as his finest campaign. Furthermore, he knew but one general who had uninterruptedly learned by experience,—and that was Turenne, whose great talents were the fruit of the deepest study. Turenne, himself,

thought that the art of war was learned more from books than from battlefields.

Popular writers are prone to attribute every act of a great captain to inspiration. The masters of the art, however, attribute their success to careful calculation, based on study and experience. Inspiration seems to be only calculation made so rapidly that it bewilders the ordinary mind. The same qualities are shown by the masters of any other art or profession.

Students of the art of war have as a rule accepted the dictum of Napoleon above given, and agree that correct principles of the art can be deduced only from military history and that each principle must be supported by examples drawn from actual warfare.

Von Moltke, for example, never commanded troops in war until he was 66 or 68 years old—he learned all he knew from the study of military history, solving map problems, playing the war game and staff rides.

530. A course of reading and study.* The following is given merely as a general guide for a beginner—as a plan that may be extended almost indefinitely by supplementary reading and study under the different headings:

1. As soon as possible after receiving your appointment read carefully and intelligently these books:

(a) Army Regulations.

(b) Manual of Guard duty.

(c) Manual for Courts-Martial.

(d) Field Service Regulations.

(e) Studies in Minor Tactics, by the Dept. of Military Art, Service Schools, Fort Leavenworth, Kan., 75 cts. (with 2 maps).

(NOTE—The best way to learn the Drill Regulations is to study them from day to day in connection with your drills; the Small Arms Firing Manual, in connection with target practice; the manuals of the various departments, when one has quartermaster, commissary and other similar duties to perform; military law, hippology, military hygiene, topography, field engineering, etc., in the regular course of instruction in the Officers' Garrison School.)

(f) Shaw's "Elements of Modern Tactics." (Latest edition, 1906.) $2.50.

(g) If a cavalry officer, De Biensen's "Conduct of Contact Squadron." $1.20.

(h) Griepenkerl's " Letters on Applied Tactics." $2.00.

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* NOTES

[1] Any military book in print, domestic or foreign, can be purchased from Geo. Banta Publishing Co., Menasha, Wis.

[2] As soon as an officer is appointed he should apply to The Adjutant General, U. S. Army, Washington, D. C., for the following named Government publications, which will be furnished him free of cost: 1, Army Regulations; 2, Manual of Interior Guard Duty; 3, Manual for Courts-martial; 4, Field Service Regulations; 5, Small-Arms Firing Manual; 6, Medical Department Manual; 7, Quartermaster Corps Manual; 8, Army Transport Regulations; 9, Drill Regulations; 10, Uniform Regulations.

(i) Hamley's "Operations of War." (2 vols.) $9.

(j) Napoleon's Maxims, 75 cts. ("Stonewall" Jackson used to always carry this little book in his saddlebags.)

(NOTE—Every officer should read Upton's "Military Policy of the United States" —a Government publication.)

2. Having thus grounded himself in the principles of tactics and strategy, the young officer is now prepared to take up the study of campaign—in other words, he is now ready to begin orienting himself in military history—that is, by familiarizing himself with the campaigns and battles which are most frequently employed by military writers to illustrate the principles of the art of war.

It is thought that he should begin by studying the history and the campaigns of his own country.

The following course of reading is suggested:

(a) A reliable, connected history of the United States.

Wilson's "A History of American People." (5 vols., $17.50. Harper & Bros.); or any other standard work is recommended.

(See footnote, page 37.)

(b) Fiske's "History of the Revolution." (2 Vols. $3. Houghton, Mifflin & Co., Boston.)

(c) An excellent account of the War of 1812 can be found in Adams' "History of the United States, from 1801 to 1817," (Vols. 5 and 6; $2 each, Scribner). And in McMaster's "History of the People of the United States" (Vol. 4; $2.25, D. Appleton & Co., New York).

However, there is not much to be learned from this war, either tactically or strategically, but a great deal to be learned by Congress and the people.

(d) 1 Wilcox's History of the Mexican War. (Out of print.)
2 Howard's "Life of Zachary Taylor" and Wright's "Life of Winfield Scott."

(e) THE AMERICAN CIVIL WAR, in the length of its duration and the extent of the territory covered by it, is second in importance to the Napoleonic Wars. The study of its operations confirms the principles of warfare as developed by Napoleon, and teaches the American officer the military geography of much of this country. The study of the recruiting of the armies, and their tactical employment on the battlefield and on the march, teach the officer the difficulties he will have to contend with in operating with volunteers of the future war.

Books recommended:

(a) Ropes's "Story of the Civil War." $3. (Does not go beyond battle of Stone's River, Dec. 31, 1862.)

(b) Alexander's Memoirs, $4.

(c) Henderson's "Stonewall Jackson." (2 Vols. $4.)

(d) The Scribner series covering the campaigns of Vicksburg, Atlanta, Franklin and Nashville, the Wilderness and the Valley. (The Scribner Campaigns of the Civil War Series is complete in 13 volumes. They can be purchased separately at $1 each.)

The above books give all of the principal campaigns of the Civil War.

(f) THE SPANISH-AMERICAN WAR.

Books recommended:

"The Campaign of Santiago," by Sargent. (3 Vols. $5.)

(g) NAPOLEONIC WARS. Because of the length of the period covered by the Napoleonic Wars, the extent of the territory covered by the operations, the variety in the campaigns, the brilliancy of its military feats, these wars are quoted by military writers more than the wars of any other period of history. This probably will always be quoted as standards of strategy and leadership; as the origin of the modern tactics of the three arms; and as the origin of modern military organization.

Books recommended:

Jomini's "Life of Napoleon." $12.

(Ropes's Battle of Waterloo is considered by some the best book ever written on the subject.)

(h) THE FRANCO-GERMAN WAR teaches the value of thorough preparation in time of peace and the difficulties encountered in operating with hastily raised levies against a thoroughly organized army, backed by the morale of repeated victories.

Books recommended:

"The Franco-German War."—Von Moltke—$2.20.

(i) THE BRITISH-BOER AND RUSSO-JAPANESE WARS are valuable in teaching the effect upon tactics of modern firearms and fortification.

Books recommended:

1. The British-Boer War.

"German General Staff Account." 2 Vols. $7.20.

2. The Russo-Japanese War.

"The War in the Far East," by Military Correspondents of the London Times ($5). "The Battle of Mukden," by German General Staff ($1.50). "The Battle of Shaho," by German General Staff ($1.50).

3. Having oriented himself in military history, the young officer is then prepared to study the various standard military writers who elucidate the principles of tactics, strategy, supply, fortification, organization, and the many other subdivisions into which the art of war may be subdivided.

Of the many excellent books on the subjects, the following are recommended:

(a) TACTICS.

A History of Tactics—Johnstone (Small 8-vo, 220 pages with 27 plates, 1906, London).

The Development of Tactics—Maguire (8-vo, 218 pages, London).

(b) STRATEGY.

The Conduct of War—Von der Golz (8-vo, 216 pages).

Evolution of Modern Strategy—Maude (8-vo, 134 pages, London).

Elements of Strategy—Fiebeger (8-vo, 138 pages); West Point.

(c) SUPPLY.

Provisioning of Modern Armies—Sharpe (8-vo, 115 pages).

Provisioning Armies in the Field—Furse (8-vo, 300 pages, London).

Lines of Communication in War—Furse (8-vo, 510 pages, London).

(d) FORTIFICATION.

Fortification—Clarke, (8-vo, London, 1907).

Field Fortification—Fiebeger (8-vo, 150 pages).

Permanent Fortification—Fiebeger (8-vo, 102 pages, West Point, 1907).

Annals of a Fortress—Violet le Duc (8-vo, 380 pages).

Principles of Land Defense—Thuillier (8-vo, 380 pages, London).

(e) ORGANIZATION.

Armies of Today—Harper's (8-vo, 438 pages).

The young officer will naturally desire to perfect himself first in the tactical development of his own army, and for this purpose the following books are suggested:

Modern European Tactics (infantry), Balck (8-vo, 386 pages, London, 1899).

The Art of Marching—Furse (8-vo, 576 pages, London).

Cavalry in Action—Trans. from French (8-vo, 271 pages, London, 1905).

Cavalry in Future Wars—Trans. from German (8-vo, 293 pages, London, 1906).

Tactical Employment of Quick Firing Field Artillery—Rouquerol (8-vo, 231 pages, London, 1905).

Tactics of Seacoast Defense—Wisser (232 pages).

(f) MILITARY MEMOIRS. Much light is often thrown on military operations by the memoirs of the participants in the events. Some of the most fascinating of military literature is found in these memoirs which should not be neglected. Even historical novels, whose epoch is that of a great war, throw light upon the conditions of the time and the attitude of the participants in the struggle.

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The following memoirs are recommended:

NAPOLEONIC ERA

Memoirs of Baron Marbot.

Recollections of Marshal MacDonald.

Memoirs of Marshal Oudinot.

Memoirs of Baron Le Jeune—(Aide to Berthier, Davout and Oudinot).

An Aide-de-Camp of Napoleon—Segur.

Memoirs of Baron Meneval. (Secretary to Napoleon.)

CIVIL WAR

Memoirs of Regular Officers—Grant, Sherman, Sheridan, Longstreet, Johnston, E. P. Alexander, Schofield, and Howard.

Memoirs of Volunteer Officers—

From Bull Run to Chancellorsville—Curtis; Volunteer Soldier of America—Logan; Military Reminiscences of Civil War—Cox; Story of a Cavalry Regiment—W. F. Scott; Reminiscences of the Civil War—J. B. Gordon; Four Years Under Marse Robert—Stiles.

5. CLUB STUDY. Small clubs organized for the purpose of studying military topics will be of great value to its members. The discussions that take place in such a club are certain to bring out important points which would have escaped any individual member.

War games are of great value in the study of tactics. They combine with tactics the reading of maps, and impress upon the student more strongly than can be impressed by a printed page, the time required to move and deploy troops, and the losses inflicted by modern firearms. Sayre's "Map Maneuvers" is recommended.

Excellent results can be obtained from Staff Rides, Tactical Rides and Tactical Walks, in which you practice quickening your powers of decision by assuming military situations and then drafting the necessary field orders. The power of rapidly grasping a situation, of coming quickly to a decision and of being able to issue clear and easily executed orders—such a faculty, more than anything else, brings success to a commander in the field.

A *Staff Ride* consists in working out on the ground and without troops, the problems in staff duties which arise in large units, such as divisions. The problems relate to strategy, tactics, transportation, supply, and sanitary service. The commanders and the staff officers, including the heads of the various supply departments, are represented by officers, the troops and their impedimenta being imaginary. The officers are mounted and the operations cover considerable time and territory. Each officer works out the problem which falls to his specialty. The work of all is then studied and discussed on the ground. The work is conducted under a director, who states the problem, and conducts the discussion, etc. The purpose of a staff ride is to practice staff officers in working together and in carrying out and coördinating the various duties they would be required to perform on a campaign.

"STAFF RIDES," by Capt. A. H. Marindin, published by Hugh Rees, London, explains in detail the conduct of a staff ride. "Training and Maneuver Regulations" (British Army), 1909, gives general instructions for the conduct of staff rides, war games and maneuvers.

A *Tactical Ride* consists of operations by a small party of officers mounted, without troops operating against an imaginary enemy. It concerns itself only with the tactics of the operations, and extends over a briefer period than a staff ride. Unlike a staff ride, it is applicable to the instruction of junior officers and noncommissioned officers, the range of problems extending from simple patrols to attacks by large forces.

"A TACTICAL RIDE," by Verdy du Vernois, translated by Major Swift, explains in detail the conduct of a tactical ride.

A *Tactical Walk* is similar to a tactical ride. Officers are dismounted.

A *Map Problem* consists of a written solution of a given problem. The troops are assumed to be as stated in the situations. The terrain is exactly as represented by the map employed.

A *War Game* (sometimes called a Map Maneuver) is a contest in which commanders and subordinates, beginning with a stated problem, conduct their operations with imaginary troops, on a terrain represented by a large-scale map. Troops are represented by blocks. An umpire renders decisions as to the effects obtained by fire, the results of the various movements of troops, etc.

The object of a war game is to afford an opportunity of studying strategical and tactical problems and to develop initiative, the power of decision and skill in formulating tactical orders, etc.

"MAP MANEUVERS," by Major Sayre, obtainable from the Army Service Schools, Fort Leavenworth, Kan., explains in detail the conduct of a war game. (Book, 45 cts.; one war game set, 50 cts.; one 12-inch map, $1.25.)

Maneuvers are actual operations of troops using blank cartridges, in which the results of the operations are decided by umpires.

6 SUGGESTIONS ON READING OF MILITARY HISTORY.

(a) From the very beginning of your service, set aside a few hours of each day for a **regular and systematic** course of study;

(b) The books you read should not be skimmed, like a novel, but you should peruse them carefully, making mental pictures of the situations as they probably appeared to the participants, and make up your mind what you would do in like circumstances. In reading discussions about tactics, do not blindly accept what the writer may say, but think over the matter carefully, and make up your mind whether the reasoning is based on sufficient facts to warrant the conclusions drawn;

(c) The study of any particular battle or campaign, must always be considered in its relation to the rest of the war;

(d) After completing any one subject, some time should be spent thinking over it—digesting it—before proceeding to another. It is a good plan to write out a general synopsis of it. General Grant used to do this when he was a second lieutenant.

(e) A prominent general officer who has the reputation of being one of our best military students, says:

"I find it to have been a misfortune in my own early reading, and one that is common with most officers with whom I have discussed the subject, that too much attention is paid to the prowess of individual commanders and the movement of units, and too little time is spent in grasping the situation. If an officer, in reading books on campaigns, would shut his eyes to the names of the generals and the movements of individual units, and gain an insight into the situations which cause those movements, he would then be able to proceed

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to a critical study of the campaigns as recorded in history. In other words, I mean that each battle and campaign is a series of situations which the general meets by certain movements of his troops. If these movements are ill judged, the battle or campaign is a failure; if they are well judged, he meets with success. This idea is particularly valuable, in my opinion, when it comes to the solution of map problems, which are themselves a series of situations."

CHAPTER XXVII

PERSONAL MILITARY LIBRARY

531. The list of books given below is intended as an aid to young officers who may desire to accumulate a useful military library without an unnecessary expenditure of time and money. The list is not a bibliography of the wars and other subjects considered, but has for its object the naming of a limited number of works which are known to possess military value and interest.

Cir. 6, Division of Militia Affairs, March 31, 1911, gives a list of books suggested as a guide for a militia library.

The books named, or any others, foreign or domestic, can be obtained from Geo. Banta Publishing Co., Menasha, Wis., whose excellent Military Department can get promptly any book printed in any language, anywhere in the world. It is suggested that you write to the Banta Co., for one of their catalogues of standard military books.

MILITARY HISTORY*

532. All study of war, strategy, tactics, military supplies and transport, and every other branch, brings us sooner or later to the study of Military History. For professional purposes the descriptions of campaigns and battles found in general histories, as well as in a good many so-called military histories, are of little value. We require either the work of a competent trained historical writer, who is at the same time possessed of sufficient professional knowledge and ability to point out both the facts of importance and the deductions to be drawn from them, or else the necessary documents, records, orders, messages, diaries, etc., to enable us to study the facts for ourselves and deduce our own lessons therefrom.

The systematic writing of military history was first begun by Napoleon I, who established a War Department Historical Bureau charged with writing histories of the campaigns of his time.† This was abandoned, however, at the restoration of the French monarchy. The Germans were next to undertake the systematic writing of military history. An historical section of the German Great General Staff was founded about 1870, and its first great work, "The History of the Franco-German War of 1870-71,"‡ was published soon after the con-

* In the preparation of this subject valuable assistance was received from Captain Arthur L. Conger, 29th U. S. Infantry.

(NOTE—The Annotated Guide of American History, published by Houghton, Mifflin & Co., Boston, is a most excellent reference book which gives the scope, character, and comparative worth of books on American history.)

† Some of these have been published under the title "Memorial du Dépot de la Guerre."

‡ Translated, but out of print and hard to obtain.

clusion of that war. This was followed by a series of "Monographs on War History," of which forty-four have appeared up to the present time. The earlier volumes are devoted to the Prussian Wars of '64, '66, the Napoleonic Wars and wars of Frederick the Great. The latter volumes, however, have been devoted to studies of the Boer War and the Russo-Japanese War.*

More recently a series of "Studies in War History and Tactics" have been undertaken, six volumes of which have appeared thus far, dealing with such subjects as "The Movement of an Army in Campaign;" "The Withdrawal from Battle;" "Success in Battle" and "The Fortress in Wars of the Time of Napoleon and Wars of Our Own Time." Other publications deal with subjects of less general interest, such as the history of the German Army.

The above works are published as the work of the General Staff, the names of the writers not being given.

As might be expected all works dealing with wars in which Germany has taken part, are written with a strong bias, and with a view to conserving and fostering the prestige and esprit of the German Army. Other wars are discussed with a fair degree of accuracy and impartiality, though it is to be regretted that references to sources are infrequent.

In 1899 an historical section of the French General Staff was formed and began the publication of a monthly magazine, Le Revue d'Histoire, devoted to studies of the Franco-German War of 1870, earlier French wars, including those of Napoleon, and recent foreign wars, including the Boer and Russo-Japanese wars.

Most of these studies have since been republished in book form, including a history of the Franco-German War of 1870, and the campaigns of 1800 and 1805 (not yet completed).

These publications differ from the German in that the names of the writers are given and all important documents available are published in full.

The general staffs of the Holland and Belgian armies have recently established "Historical Sections" modeled on the French plan. The Russian General Staff likewise has an historical section. The British General Staff has no historical section but an officer (Colonel Maurice) was recently detailed to write "An Official History of the South African War."

In the United States Army little attention has thus far been given to study of writing of military history, but Congress has provided for its study in the "Official Records of the War of the Rebellion," the most complete set of documents ever published regarding any war.

* The volumes on the Boer War and the Russo-Japanese war, have been translated and published in English.

As can be readily surmised from the foregoing, there is comparatively little in English, with the exception of a few translations, of great value on modern European wars.

THE WARS OF FREDERICK THE GREAT

(Books marked with an asterisk are out of print, but second-hand copies can be obtained.)

Carlyle's "Frederick the Great" is the standard work in English. The battles have been collected and published separately in "Carlyle's Battles of Frederick the Great," by Ransome, but the whole of Carlyle's works is of interest to the military student.

THE NAPOLEONIC WARS

Rose's "Napoleon I."
Fournier's "Napoleon I."
"The Cambridge Modern History," Vol. IX, "Napoleon."
Jomini's "Life of Napoleon."
} Good general histories.

"Napoleon As a General," by Count Wartenburg; a valuable military estimate.

"Napoleon Bonaparte's First Campaign."
"The Marengo Campaign."
"The Conquest of Prussia."
} by Sargent.

"The Campaign of Poland."
"Napoleon and the Archduke Charles."
} by F. L. Petre.

"History of the Peninsular War."—Napier. (Considered by some as the best military history ever written.)

"1815—Waterloo," by Houssaye. (Translated from the French.)

"Campaign of 1815," by James.

"History of the Waterloo Campaign," by Ropes.

There are numerous memoirs which are interesting as throwing light on the customs, personalities, morale of the armies, etc., though of slight specific historical value, such as those of Baron de Marbot,[1] MacDonald, Oudinot, Le Jeune, Rapp, Segur and Meneval, but among the best of these the memoirs of St. Cyr have unfortunately not been translated, and the translation of Marmont's Memoirs is out of print.

The so-called St. Helena Memoirs, by Las Casas, Gourgand, Monthalon, etc., have little historical reliability, but are of interest as giving Napoleon's later criticisms on his own campaigns.

The "Correspondence of Napoleon" (32 vols.), published by direction of Napoleon III, 1858-1869 (in French), forms the real basis for the study of the Napoleonic campaigns, taken in connection with the more recent publications of the French and German general staffs.

THE CRIMEAN WAR

"The War in the Crimea," by Hamley. An excellent work. Concise and accurate.

[1] Memories of Baron de Marbot is an extremely interesting work which throws much light upon the military methods and life in the armies of Napoleon.

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Kinglake's "History of the Crimean War." Student edition, by Clarke.

THE ITALIAN WAR OF 1859

"Magenta and Solferino"—Wylly (London).

THE AUSTRO-PRUSSIAN WAR

Hozier's "Seven Weeks' War." An excellent work.

Wagner's "The Campaign of Königgrätz." A study of the Austro-Prussian conflict in light of the American Civil War.

THE FRANCO-GERMAN WAR

*"The German Official Account." A voluminous and costly work. It is the standard work on which all other histories of this war must necessarily be mainly founded.

* Borbstaedt's "History of the Franco-German War." An excellent work but it ends with the fall of Strassburg and the annihilation of the French regular armies.

"The Franco-German War," by Von Moltke. A brief history, good in the original, but the English translation contains a number of minor inaccuracies.

"The Franco-German War"—Maurice. (By German officers—corresponds to our "Battles and Leaders of the Civil War.")

The following translations from the German do not pretend to be histories, but throw considerable light on certain phases of the operations:

"With the Royal Headquarters," by Von Verdy.

"Blumenthal's Journal of the Wars of 1866 and 1870-71."

"Twenty-four Hours of Von Moltke's Strategy." }

"Tactics of the Future." } Fritz Hoenig.

From the French point of view nothing of consequence on the Franco-German War has yet been written in English or translated, but Bonnal's "Froeschwiller" and "Manoeuvre de St. Privat" as well as the French General Staff History, are excellent works recommended for those who read French. Lehautcourt's "L'Histoire de la Guerre de 1870-71" is probably the best general history of the war. A good impartial account as well as a valuable military criticism is found in the Russian General Von Woyde's "Causes of Success and Failure in the Franco-German War"; this work is published in both French and German, but not yet in English. Von Moltke's correspondence, recently published by the German General Staff, throws much new light on this campaign.

THE RUSSO-TURKISH WAR

Greene's "Russian Campaigns in Turkey." An excellent work.

"The Russo-Turkish War"—Maurice.

"Army Life in Russia"—Greene.

EARLY AMERICAN WARS

Parkman's "Montcalm and Wolfe." A deeply interesting history of the "Old French War."

Fiske's "History of the American Revolution." An excellent work.

Lossing's "Field Book of the War of 1812." A large volume, minute in many details, and somewhat discursive.

An excellent account of the War of 1812 can be found in Adams' "History of the United States, from 1801 to 1817," and in McMaster's "History of the People of the United States."

"War of 1812"—Johnston.

"Naval War of 1812"—Roosevelt.

THE MEXICAN WAR

*"History of the Mexican War," by Major General C. M. Wilcox; Church News Pub. Co., Washington; 1892. A good military history.

"The War With Mexico," by Brigadier General R. S. Ripley; Harper, N. Y., 1849; 2 volumes. A good military history in a more popular style than the above.

"Autobiography of General Winfield Scott," Sheldon, N. Y., 1864; 2 volumes.

"General Scott," by Brigadier General M. I. Wright.

"General Zachary Taylor," by Major General O. O. Howard.

The last two volumes are popular biographies published by Appleton, New York, 1892-94, in the "Great Commander" series. Price $1.50 each.

THE CIVIL WAR OF 1861-64

The "Official Records of the Union and Confederate Armies in the War of the Rebellion" (128 volumes and atlas), published by act of Congress at a cost of nearly three million dollars and distributed free of charge to field officers of the Army and members of Congress and their friends, is now out of print, but a set will be found in the post library of nearly every military post in the United States, and sets with the atlas may be obtained from second-hand book dealers for from $15 to $40.

The best general history of the Civil War is "Abraham Lincoln; A History," by Nicolay and Hay, 10 volumes; The Century Co.

"The Campaigns of the Civil War," 13 volumes, Scribner's, form the best introduction to the study of particular campaigns.

"A Bird's Eye View of the Civil War," by Dodge, gives a brief summary of events of the War. Baker & Taylor, New York, $1.

Other histories are:

"History of the Civil War in America," by the Comte de Paris; 4 volumes (to the spring of 1864, only).

"Story of the Civil War," by J. C. Ropes, 2 volumes. (1861 and 1862, only.)

"Life of Stonewall Jackson," by Henderson (English). Strong Southern bias and unreliable.

"Grant's Virginia Campaign in 1864," by Atkinson (English). Good.

Memoirs.*

Many memoirs have been published, of which only a few will be mentioned here.

"Personal Memoirs of U. S. Grant" is an exceptionally able and careful work and should be in the library of every officer.

The memoirs of Sherman and of Sheridan are of great interest on account of the prominent part in events taken by these generals.

"McClellan's Own Story," "Johnston's Narrative" and "Advance and Retreat," by Hood, are mainly controversial in character, and the two last are particularly unreliable. "From Manassas to Appomattox," by Longstreet, is an excellent work, but written with a strong bias.

Two memoirs have appeared recently which have a special value because written after years of careful study of the campaigns in which the writers participated. These are:

"Military Reminiscences of the Civil War," by Cox (2 volumes, Scribner's), and "Military Memoirs of a Confederate," by Alexander (1 volume, Scribner's, $4 net). The latter presents a searching and fearless analysis of each of the great campaigns. It is one of the ablest and most valuable books on the Civil War.

THE CHINA-JAPANESE WAR OF 1894

"The China-Japan War," by Vladimir, Scribner's.

THE SPANISH-AMERICAN WAR

Lodge's "History of the War With Spain." An ably written book, but produced almost contemporaneously with the events which it describes, and, consequently, not free from inaccuracies.

The "Fight for Santiago," by Stephen Bonsal. A readable narrative, but the military criticisms are of little value.

"In Cuba With Shafter," by Miley. A concise narrative, supposed to reflect to a considerable degree the views of General Shafter.

"The Cuban and Porto Rican Campaigns," by Richard Harding Davis.

"Battles and Capitulation of Santiago de Cuba," by Lieut. Jose Müller y Tejiero.

"The Campaign of Santiago," by Sargent. The best history of the war written so far (3 vols.).

* "Battles and Leaders of the Civil War" (4 volumes; The Century Co.) contain numerous short stories, originally published in the Century Magazine, which are mainly controversial or anecdotal and of slight historic or military value. Some of the many illustrations are, however, excellent.

(NOTE—An excellent and fairly complete bibliography of the Civil War will be found in the "Literature of American History, American Library Association, Annotated Guide." (Edited by J. N. Tarned.)

MINOR WARS

*Sprague's "History of the Florida War."

Malleson's "History of the Indian Mutiny of 1857." (The "Sepoy War.")

Forbes' "History of the Afghan Wars."

Stevens' "With Kitchener to Omdurman."

Churchill's "The River War."

"War Path and Bivouac, or the Conquest of the Sioux," by Finerty. While this book scarcely rises to the dignity of history, it gives a readable and reliable account of the Sioux War of 1876-77.

"Narrative of the Field Operations Connected With the Zulu War of 1879."

Carter's "Narrative of the Boer War." (The First Boer War.)

Maurice's "Military History of the Campaign of 1882 in Egypt."

"History of the Soudan Campaign." Colvile.

THE CHINESE CAMPAIGN OF 1900

"China and Allies." Landor.

"Reports on Military Operations in South Africa and China," published by the Military Information Division, Adjutant General's Office.

(Now War College Division, General Staff.)

"America With the Chinese Expedition."—Daggett.

THE BOER WAR

"German General Staff Account." 2 vols. Best work in print on subject. Should be carefully read by every military student.

"The History of the Boer War," by Cunliffe; 2 vols. (about 650 pages each). An excellent account with many illustrations. Originally published at $10, now sold for $2.

"The Times History of the War in South Africa;" 5 vols., illustrated (about 350 pages each). A very complete account originally published at $50, but second-hand copies can now be had for about $10.

"History of the War in South Africa, 1899-1902," by Maurice (semi-official account). Five volumes have appeared thus far (about 500 pages each), with a box of excellent maps to accompany each volume. It is sold at $10 per volume, including the maps.

"The Great Boer War," by Conan Doyle. An excellent brief history.

"The Second Boer War," by Wisser.

"Reports on Military Operations in South Africa and China," published by the Military Information Division, Adjutant General's Office.

(Now War College Division, General Staff.)

THE RUSSO-JAPANESE WAR

Two volumes of the German Official Account have thus far been translated into English and form the best general history so far as they go. Other volumes will appear soon.

The Russian General Staff Official History has been translated into German and French. The German edition is somewhat abridged in 8 vols. The French (unabridged) edition is not yet completed.

The report of U. S. Army observers has been published by the War Department in numerous volumes and contains valuable information for the study of this war. The same may be said of Sir Ian Hamilton's "A Staff Officer's Scrap Book"; 2 volumes (about 350 pages each). Among the many monographs and accounts of special operations may be mentioned:

"The Siege and Fall of Port Arthur," by Bartlett—The best English narrative of the siege.

"The Battle of Mukden"—a summary by the German General Staff, published by Hugh Rees, London, 1906; 72 pages; $1.50 (good maps).

"The Battle of Shaho," the same.

"Lessons of the Russo-Japanese War," by De Negrier; Hugh Rees, London.

"The Truth About the War," by Tarbuno.

WORKS COVERING SEVERAL HISTORICAL EPOCHS

"Annals of the Wars of the Eighteenth and Nineteenth Centuries," by Cust. This work includes the campaigns of Marlborough, Frederick the Great, and Napoleon, besides giving a good account of the "Old French War," the Revolution, and the War of 1812. It is a valuable work, and can be purchased at a very reasonable price.

VARIOUS WORKS PERTAINING TO THE ART OF WAR

General Works on the Art of War.

"On War," by Clausewitz; translated from the German by Colonel Graham; published by Kegan Paul, Trench, Trübner & Co., London, 3 volumes.

Although written nearly a century ago this book remains the standard work on the art of war and is one which every officer who wishes to become master of his profession should know thoroughly.

"The Conduct of War," by Von der Goltz; translated from the German by Colonel Dickman; published by Franklin Hudson, Kansas City, Mo.

A valuable and concise statement of the principles of strategy.

"The Nation in Arms," by Von der Goltz; translated from the German by Von Donat; published by Hugh Rees, London. An important supplement to the above.

"The Development of Strategical Science During the 19th Century," by Von Caemmerer; translated from the German by Von Donat; published by Hugh Rees, London.

A valuable work, especially if studied after or in connection with those given above.

"Napoleon's Maxims of War." Many translations exist of this military classic which every officer should know.

"Operations of War," by Hamley. This book was published forty years ago and gives numerous historical illustrations of the main principles of strategy, taken chiefly from Napoleonic campaigns. Although somewhat out of date and inexact as to the facts of some of the campaigns cited, this work remains a valuable introduction to the subjects of strategy. A work on the same order, but greatly superior, by Von Verdy, has just been published in Germany, of which it is hoped that an English translation will soon be published.

"Modern War," by Derrecagaix, a work on the same plan by a French writer.

"The Duties of the General Staff," by Von Schellendorf, translated for the British General Staff, London. The best introduction to the study of military staff duties and of the problems which confront the higher commanders in campaign.

Fortification.

"Applied Principles of Field Fortification," by Captain J. A. Woodruff, is a brief but good introduction to this subject.

Military Topography and Sketching.

"Individual and Combined Military Sketching," by Cole and Stuart; published by the Cavalry Journal, Fort Leavenworth, Kan.

"Military Topography" (including Map Reading, Surveying and Sketching), by Sherrill.

"Noncommissioned Officers' Manual," by Moss, contains excellent chapters on map-reading and map-sketching, presenting the subjects in a simple, practical way.

Supply and Transport.

"Military Transport." }
"Lines of Communication." } by Furse.

"Notes on the Supply of an Army"; translated by Captain Kendell and Colonel Sharpe.

No subject connected with the art of war is of greater importance than this, but there is little thus far printed on it in English. Every officer should investigate deeply this subject in books and out of them.

Tactics.

The study of tactics is best pursued by (a) reading general works on the subject, such as those cited below; (b) studying and solving

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tactical problems; and (c) studying military history. These three lines of study should go hand in hand and when possible be supplemented by participating in tactical and staff rides, maneuvers, and war games.

(See Chapter XXIX, page 379, "The Educational System of the Army and Professional Study.")

The standard modern work on tactics is by Balck, a German writer, published in 6 volumes, two of which, "Infantry Tactics," and "Cavalry & Artillery," have been translated into English.

Other works on tactics recommended are:

"Tactical Principles," by J. Bürde; published by Hugh Rees, London, 1908.

"A Summer Night's Dream," anonymous; published by Franklin Hudson, Kansas City, Mo.

"Inquiries into the Tactics of the Future," by Fritz Hoenig; translated by Reichmann and published by Franklin Hudson, Kansas City, Mo.

"Etudes sur le Combat," by Ardant du Picq. (French.)

"Notes on Field Artillery for Officers of All Arms," by Captain O. L. Spaulding, Jr.

"Cavalry Studies from Two Great Wars," by Bowie, Koehler and Davis.

"Cavalry in Future Wars," Bernhardi.

Works on Applied Tactics.

"Tactical Principles and Problems," by Hanna; 453 pages, $2.50. An interesting and thorough discussion of marches, advance and rear guards, combats, outposts, and other ordinary operations of small commands of infantry and cavalry. This book is highly recommended.

"Studies in Minor Tactics," by instructors in the Military Art Department, Army School of the Line. This book deals with small forces, from a small patrol up to and including a regiment.

"Letters on Applied Tactics," by Griepenkerl; American translation by Barth; published by Franklin Hudson, Kansas City, Mo. This work deals with the reënforced brigade.

The following three works deal with an infantry division:

"Studies in the Leading of Troops," by Von Verdy (Franklin Hudson).

"Tactical Divisions and Orders," by Buddecke (Franklin Hudson).

"Selected Problems Relating to the Conduct of a Division" (by Gizycki and Fitzman); privately printed at the Army Service Schools for use in the Staff College but for sale to Army officers.

The following are of special interest to cavalry officers:

"Conduct of a Contact Squadron," by de Biensan.

"Studies in Applied Tactics," by Von Alten; translated by Barth and published by Franklin Hudson, Kansas City, Mo.

"Cavalry in Service," by Pellt-Narbonne; translated by Legard and published by Hugh Rees, London. (Studies based on the employment of the German Cavalry at the outbreak of the Franco-German War of 1870-71.)

Miscellaneous.

"History of the Indian Mutiny of 1857," (the Sepoy Rebellion), by Malleson.

"History of the Afghan Wars," by Forbes.

"Narrative of the Field Operations connected with the Zulu War of 1879."

"Narrative of the Boer War," by Carter (First Boer War).

"Military History of the Campaign of 1882 in Egypt," by Maurice.

"History of the Soudan Campaign," by Colvile.

"With Kitchener to Omdurman," by Stevens.

"The River War," by Churchill.

"Forty-one Years in India," by General Lord Roberts.

"History of the Florida War," by Sprague.

"War Path and Bivouac," by Finerty (Sioux War of 1876-77).

"Chief Joseph, His Pursuit and Capture," by Howard.

533. **The War Department and the Military Information Division Libraries.** Upon direct application to the Librarian of the War Department officers may obtain such books in the War Department Library as are not necessary for reference purposes in the library rooms. Books so obtained can be retained thirty days from date of their receipt, at the expiration of which period they will be returned by registered mail to the Librarian of the War Department.

The officer must prepay the registry fee.

Transfers of any volume to an officer serving at the same post may be made for a period of fifteen days, in which case the librarian will be promptly advised. (Instructions of the officer in supervisory charge of the library.)

Under the same conditions books may be obtained from the Military Information Division Library (War College Division, General Staff).

Catalogues of books on hand in both libraries may be found in the Post Library.

534. **Library of the Military Information Division, General Staff, Manila, P. I.** Officers serving in the Philippine Division can get books from this library on conditions similar to those on which publications can be obtained from the War Department Library.

CHAPTER XXVIII

EMPLOYMENT OF THE REGULAR ARMY

535. The Regular Army may be used:

1st. In time of War.

2d. In time of Peace.

In time of War the use of the Regular Army needs little discussion.

In time of Peace the Regular Army has two uses:

1st. In its capacity as a distinct community—that is, in the performance of its ordinary duties.

2d. In the execution of the laws. The word laws here refers to both State and Federal laws.

It is the use of the Regular Army in execution of the laws that we are to consider under this chapter.

In what manner may the Regular Army be used in execution of the laws? It may be used in the following manner and not otherwise:

1st. As a posse comitatus.

2d. As an aid to the civil authority.

3d. For the protection of government property.

4th. Under martial law.

5th. Under military government. (Military government arises only in time of war but it may continue after war has ceased.)

1st. As a posse comitatus.

Posse comitatus is a Latin expression meaning the power of the country. "The sheriff, or other peace officer, has authority by the common law, while acting under the authority of the writ of the United States, commonwealth or people, as the case may be, and for the purpose of preserving the public peace, to call to his aid the posse comitatus.

"Having authority to call in the assistance of all citizens, he may equally require that of any individual; but to this general rule there are some exceptions; persons of infirm health or who lack understanding, minors under the age of fifteen years, women, and perhaps some others, it seems, can not be required to assist the sheriff and are not, therefore, considered as a part of the power of the county."—(Bouvier.)

The act of June 18, 1878,* a part of which is given below and

* From and after the passage of this act it shall not be lawful to employ any part of the Army of the United States, as a posse comitatus or otherwise, for the purpose of executing the laws, except in such cases and under such circumstances as such employment of said force may be expressly authorized by the Constitution or by act of Congress; and no money appropriated by this act shall be used to pay any of the expenses incurred in the employment of any troops in violation of this section.—Act of June 18, 1878. (20 Stat. L.)

which part will be found in Army Regulations, Article XLVII, took away the power of the U. S. marshals and their deputies to call upon the military forces of the United States as a posse to assist them in the execution of the process of the U. S. Courts. This authority was resorted to in numerous cases before the passage of the act. Since the passage of this act the Federal troops can be used as a posse comitatus in a very limited number of cases only. What those cases are will be found in Article XLVII, Army Regulations. Consequently, when an army officer receives orders to take his force, or a part thereof, and act as a posse comitatus, he should carefully read Article XLVII for instructions.

2d. As an aid to the civil authority.

Attention is directed to Article XLVII, Army Regulations, and to paragraph 486 of that Article, as well as to the wording of the Act of June 18, 1878. Paragraph 486, based upon said act, is as follows: "Officers of the Army will not permit troops under their command to be used to aid the civil authorities as a posse comitatus, or in execution of the laws, except as provided in the foregoing paragraph."

Now, what is the foregoing paragraph? It is a selection of the Statutes of the Federal Government giving all cases where the Regular Army may be used in time of peace. And as stated in paragraph 485, the Regular Army can be used in no other circumstances and in no other manner. Consequently, when an army officer receives orders to take his force, or part thereof, and use it in the execution of the laws, he should carefully read Article XLVII for instructions.

Now, it will not always be possible for subordinate officers to see the orders under which they are placed in situations aiding the civil authorities. However, a presumption of legality attends their duties under such circumstances that will be of some help to them should they subsequently be called before civil tribunals in criminal actions or actions for damages. But as every individual member of the Regular Army, from the commanding officer to the lowest ranking private, is answerable legally for any act he may do not in conformity with Article XLVII, it is considered the duty of commanding officers to inform their subordinates of the legal status of the circumstances surrounding them, unless there is some tactical reason why this should not be done.

Presumably the President, or other lawfully constituted authority, will never place the Regular Army in a position not in conformity with Article XLVII. The presumption of legality is very strong and orders should not be disobeyed as not being covered by Article XLVII unless palpably illegal.

Questions arising concerning the employment of the Regular Army under this head, the aid of the civil authorities, arise most frequently, if not entirely, not from the illegality of the use of the force, but from the excessive and unwarranted action of some officer or officers of the Army.

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As to their responsibility for their acts; officers should remember that **necessity** is always and forever the measure of their actions. Now, when a person acts through necessity he must, naturally, be the judge of what that necessity is. As long as his judgment is reasonable, what most men would judge was necessary under the same circumstances, he will probably be protected by the law.

But army officers may rest assured that in ninety-nine cases out of one hundred where life or limb has been taken, or property has been destroyed, they will subsequently be called upon to justify their acts before the civil courts. For this is a government of the laws and no man can take life or destroy property without being called upon to defend his actions. It is well to remember that this is true under every phase in which the Regular Army can be used in time of peace, and also in many cases in time of war.

As to the tactical propositions that arise in the performance of this duty of aiding the civil authority, these are purely tactical questions and are to be decided by you as such. Whether you will take life or destroy property must depend upon the circumstances of each separate case. Whether you shall fire into a mob or not depends upon the circumstances at that very moment existing, and these you must view as would a reasonable man under the same condition. No two cases will ever be exactly the same. So while a study of the cases where the Federal Power has been used in domestic disturbances is of vital necessity to make you familiar with such questions,* yet the exact circumstances confronting you at any time will have no exact precedent. Attention is directed to paragraph 489, Article XLVII, Army Regulations, as to the tactical employment of troops in such cases.

3d. For the protection of government property.

This duty will ordinarily arise either when the troops are being used under the heading above given, when they are already called into action as an aid to the civil authorities, or when martial law exists. But cases may arise when it will be an officer's duty to protect government property when he has not been called upon under any of the other classes of action.

For instance, an officer may be informed that a postoffice building is threatened, and this when no state of riot or insurrection exists, and also when he has not been requested by the civil authority to protect the building. Yet his duty to protect the building is plain, and the measure of his responsibility here is the same as it is in every other form of the employment of the military—he will use only that amount of force that is necessary under the circumstances to accomplish his object or to perform his duty.

* Officers should secure a copy of the government publication entitled "Federal Aid in Domestic Disturbances."

4th. Under martial law.

When the civil authorities are unable to meet a disturbed condition of affairs, and instead of matters getting better they are constantly growing worse, the military power, the only one capable of coping with the situation must step in and for the time being become supreme. Now, the civil authorities may be unable to control the situation even when they have the appearance of being able to perform their usual functions. Judges may be willing and able to proceed with trials but yet it may be impossible to secure juries to act. Men may be unable to render just verdicts on account of terror hanging over them. Sheriffs or marshals may not be able to carry out the writs and mandates of the courts. This is equally a suspension of the civil authority as is the inability of the judges to perform their usual duties.

As to the manner of performing the duties that arise under martial law, in most cases there will exist a hearty cooperation between the civil and the military authorities. While the civil authorities have been forced from their wonted duties, yet they should be consulted for advice and suggestions. When acting as "an aid to the civil" the military asks the civil authorities what they wish done, and then the military do it, only, of course, in their own way. Under martial law the military may and generally will ask opinions of the civil authorities regarding measures tending to restore tranquillity. This, however, is advice merely.

Under martial law the military generally continues in existence all civil powers possible, such as the various departments, fire, police, sanitation, etc. The military makes use of all the customary methods of municipal business, using the officialdom of municipal government, because the military is not familiar with such work and it will seldom be in sufficient force to handle all the civil duties in a disturbed community. This is also in keeping with the general idea of martial law, that there should be as little upsetting of the customary run of affairs as possible. The duty of the military is to bolster up the civil authority and as speedily as possible restore the usual conditions.

The legal responsibility of officers under martial law is exactly the same as when the troops are being used "in aid of the civil." Necessity is the measure of responsibility here as in every other occasion of the use of the military. What was said above as to responsibilities applies equally here and applies equally well to every phase of military action that we are here discussing.

5th. Under Military Government.

Military Government arises only in time of war but it may continue after war has ceased. It relates to the power and duties of a belligerent as a governor. It is the government applied to occupied enemy territory. This may be either foreign territory or our own

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territory where the status of belligerency exists, as in certain sections during the civil war.

This form of government is "exercised by the military commander under the direction of the President, with the express or implied sanction of Congress."* Its limitations are practically the Laws of War. But there is this thought that officers should bear in mind—the responsibility of officers here is the same as in other forms of the use of the military. If in exercising military government an officer unnecessarily injures a loyal citizen of our country he will be held responsible.† He might not be held responsible for injuries to an enemy, for it is doubtful if any court would ever hear complaints from an enemy. But his responsibility to those who have the right to sue in the established courts of this country is the same as stated above. Hence here, as elsewhere, necessity is the measure of an officer's responsibility.

The above is a discussion of the use of the Regular Army. The measure of responsibility, however, is the same for the Militia in its several uses as above described for the regular forces. The legality of the use of the Militia in regard to the manner of its calling out when done by a state, must be measured by the laws of the state. When called into use by the federal government the militia becomes federal forces and subject to the law as given in this chapter.

* Ex parte Milligan. 4 Wall.

† Mitchell v. Harmony. 13 Howard.

An excellent book, "The Laws and Customs of Riot Duty," by Colonel Byron L. Barger, N. G., Ohio, is recommended to all National Guard officers.

See Chapter XXX, par. 549, on "Riot Duty."

CHAPTER XXIX

THE USE OF THE ARMY FOR RELIEF PURPOSES IN PUBLIC CATASTROPHES

536. Nature of obligation. On occasions of great public catastrophes, such as fire, flood, earthquake, etc., beyond the power of the civil authorities to properly alleviate, it is not a legal duty of the Army to offer assistance, but there may be a moral obligation to do so.

There is no authority, general or otherwise, for the use of the Army in such emergencies—the only justification is an absolute necessity to protect life and alleviate human suffering.

Custom alone has sanctioned the action of commanding officers in offering assistance under such circumstances, but each case is a special one and must be solved by the commanding officer himself, who in all such cases acts on his own responsibility. In all cases where discretion and good judgment have been displayed, the War Department, and when necessary the Congress, has accorded approval and support.

537. How to proffer assistance. Proffer of aid should be made to the chief administrative official of the town or city, and, except in very grave emergencies involving loss of life or other great, immediate and irreparable disaster, no action should be taken without the expressed wish of said official. When time permits such aid should be tendered in writing, and in all cases should be so recorded at the earliest practicable moment.

Art. IV, Sec. IV, of the Constitution provides that "The United States.....shall protect each one of them [the states] against invasion, and on application of the legislature, or of the executive (when the legislature can not be convened), from domestic violence."

This article is the only one which authorizes the use of the forces of the general government in time of peace to assist a state government, or a municipality within a state, in case of any kind of domestic violence.

A public calamity, such as flood, fire, earthquake or pestilence, in itself is not "domestic violence" in the terms of the articles but might be productive of violence by rendering powerless the civil authorities and tempting the lawless element of our population to commit crimes of violence.

A commanding officer of troops, who has proffered assistance to the civil authorities should report at once his action in full to the War Department, through the next higher commander, by telegraph,

including his communication to the state executive, and should request orders. He should also immediately take steps to assure his position by communicating with the executive of the state, informing him that the troops have been employed in the manner stated, at the request of, or after the acceptance of proffered services by the civil authorities at the place of calamity; that the troops are there without legal sanction and must be withdrawn unless the executive, by his action, obtains constitutional authorization for their further use under Art. IV, Sec. IV of the Constitution; that he has communicated his action to the War Department and awaits orders from the same, by which he must regulate his future conduct; that he desires to assist the local authorities in every way, but is totally without police power unless the status of the troops be determined in the proper manner; that he will give a reasonable time to the executive for obtaining the action of the federal government, and that he is unwilling to remain longer without legal status.

His action is then complete and he may abide by the later orders of his immediate superior or of the War Department.

The troops should be directed thereupon to render assistance but not to assume police authority, relying on the moral effect of their presence to preserve order, until proper instructions may have been issued by the proper commander.

(NOTE—The local civil authorities have no power to clothe troops or individuals of the army with power to act as police or sheriff's posse, nor does their request for assistance legalize in any way the presence or action of troops.)

538. Report of action. Such emergent action on the part of a military commander should be immediately reported by telegraph to superior authority, with a clear statement of the extent of disaster, the services rendered, the probable length of duty, etc.

539. Gratuitous issue of supplies. A commanding officer has no authority to issue rations, medicines, clothing, and other government property to sufferers. An effort should be made to obtain special authority by telegraph. If all communication is cut off, the commanding officer must use his own judgment and take the chances—the assumption of such responsibility shows the quality of the man.

When the necessary authority has been obtained supplies issued are dropped on the certificate of the issuing officer without receipt, as expended by order of the Secretary of War, who must, of course, look to Congress for relief, as was done in the case of the San Francisco disaster.

540. Status of the Army. Until the executive or legislature of a state shall have made the request required in Art. IV, Sec. IV, of the Constitution, the army has no legal status. Its use for any purpose except relief would, as a principle, be pernicious. For example, the local civil authorities could not properly request the aid of troops, nor could such aid be proffered by the military commander to suppress

a serious riot or sedition, though such riot or sedition might result in an exceedingly disastrous fire or other public calamity. Aid in this or any other case should be limited to relief of the helpless sufferers of the calamity.

The wishes of the civil authorities should be carried out as regards relief of persons and salvage of property, but the army should not usurp the police power until its status is legalized as provided for in the Constitution. It can then cooperate with the civil authorities in the manner prescribed by law and regulations.

Of course, the civil authorities can exercise no authority whatsoever over the troops, nor should they under any circumstances be permitted to interfere in any way with the manner of their employment. Having received from the civil authorities the purpose and object they would like to have accomplished (which should always be given in writing, but if that be not practicable, then in the presence of witnesses) the military commander alone is to be the sole judge of the best mode and means of accomplishing the duty required of him.

Where the case is one such that the President has under the Constitution and the U. S. laws authority to intervene (e. g., to protect federal property, insure the transmission of U. S. mail, etc.), and one in which, by reason of broken communications with higher authorities, it is impossible to obtain authority, the military commander must determine whether the case is of sufficient gravity to warrant his intervening. While the exercise of discretion is demanded when it comes to protecting railroad trains carrying the U. S. mails or otherwise protecting federal interests in what we may call an indirect manner, there can be no question of the duty imposed upon the military in a case of emergency to directly protect government property. Thus, for instance, it becomes an immediate duty to protect a sub-treasury of the United States, a post office, or a custom house. A garrison may therefore be established in one of these, even where no other action is deemed advisable.

Whenever the military commander is unwilling to conform to the wishes of the supreme civil official, as expressed personally or through certain designated assistants, the army should be promptly withdrawn, and in no event should it remain on such duty beyond a time of recognized necessity. A command should be withdrawn invariably on the initiative of the military commander, remembering it is better to be a day early rather than an hour late in restoring settled forms of government.

All power exercised has its origin in civil officials, and, apart from the first grave emergencies, no specific duties should be assumed except after discussion, and under a definite agreement which should always be reduced to writing.

541. Military Regulations. When important duties are assumed under such agreement, specific military regulations for their perform-

ance should be published to the command, copies being furnished the civil administration chief and also posted for public information and guidance.

542. Orders about firing on people. This is a very delicate subject and one that should be handled with the greatest judgment and discretion.

The army having no legal status, excepting as above stated in regard to federal property, strict orders should be given against firing on any person, even for the prevention of crime, though assistance short of killing or maiming individuals could be rendered the civil authorities to protect life and prevent crimes of violence to persons.

Until properly vested with police power, each individual of the Army must understand that he stands as any other citizen, amenable to prosecution in a civil suit for damages and amenable to trial for commission of crime by either a civil or a military court for any action committed by him, and that violence to the individuals is done in such cases not under legal orders, but only on his own responsibility.

The power to take life would be limited to the right of a private citizen under similar circumstances.

The request of local civil authorities would in no way modify the legal status of the Army so as to permit firing on persons for rioting, looting or for any other reason.

After the status of the Army has been properly legalized as provided for in Art. IV, Section IV, of the Constitution, troops can be ordered to fire on persons committing crimes of violence. Under such conditions the duties and powers of the civil government devolve, temporarily, upon the army, and among such is that of police authority.

The clearest statement bearing on such cases that the author knows of is by Tiedman in his "Limitation of Police Power."

"If there be any valid ground of justification in the taking of human life, it can only rest upon its necessity as a means of protection to the community against the perpetration of dangerous and terrible crimes by the person whose life is to be forfeited."

In short, the same conditions which would justify a policeman in firing on civilians, or in taking their lives, would equally justify the soldier, when acting as a policeman in taking similar action.

543. Seizure of private property for public uses. The extent of a public calamity would determine the propriety of seizing private property for the relief of sufferers.

There is no right, constitutional or legal, for such seizures, but a commanding officer might be justified in so doing if he could thereby prevent death or suffering among the victims of the calamity.

He would do so on his own personal responsibility, with the full knowledge that, in case he were not relieved by public contribution or otherwise, he would become personally liable for his acts.

Such seizure, if made, should be limited to the minimum necessary for the relief desired and receipts for supplies, and certificates of services, in cases of transportation or labor requisitioned, should always be given. Such receipts and certificates should be given in as full detail as possible; for they will be used subsequently in this settlement of claims.

Liquor, if there should be fear of this being distributed and resulting in riot, should be carefully guarded and its sale or gift prevented. It should never be destroyed unless abandoned or in danger of falling into the hands of a mob, and when destroyed the destruction as far as possible should be made the subject of careful memoranda having in view the claims which are sure to arise later.

If there should be any destruction or requisition of property, those charged therewith should receive detailed instructions, in writing if possible, as to just how far they are to go. They should also be informed of the reason for requisitioning or destroying the property. Receipts with full detail should be given for property destroyed.

544. Relief Work. Such supplies as may have been requisitioned from private stores, those gratuitously issued by the federal government, and such as may have been contributed, should be issued daily to sufferers in quantities necessary for their temporary subsistence.

The locality should be districted, each district being placed for relief and other purposes, under the command of an officer of suitable rank.

A central supply depot should also be designated and placed under the charge of a competent officer. Proper staff officers should be designated at headquarters to manage the various bureaus of relief, sanitation, hospitals and police, when this power is exercised.

Each district commander should make the most efficient distribution of the troops under his command for the purposes which he is required to execute; he should establish relief stations at central points and designate officers in charge of them, giving them general instructions as to their duties; he should establish a service of sanitation and public health in his district, organizing dispensaries and temporary hospitals if necessary, and assigning military surgeons and volunteer civil physicians and nurses; he should send in reports of his actions, with estimates of number of refugees and requests for necessary supplies, so that the needs of his district may be supplied from the central distributing station. In general, he would obtain transportation and send an officer for supplies, rather than wait till they were sent him.

545. Inspectors. Military inspectors should be appointed in such numbers as to keep the command fully informed as to conditions,

etc. They should report verbally and in a body at fixed hours so that all inspectors may be familiar with the conditions in other districts, and especially as to relief extended, evils corrected, precautions taken, etc. Where commanders can not cover the whole area satisfactorily, suitable districts should be assigned to competent officers with full power to act.

546. **Complaints.** All complaints, of whatever character, should be patiently heard. When they are reduced to writing, or on verbal representation when serious, investigations by inspectors, preferably those authorized to administer an oath, should be immediately made and the substance of the report furnished to the complainant. Public confidence, a factor of extreme importance, is ensured by prompt correction of existing evils and proper publicity of official investigation.

547. **Main lines of action.** In brief, complete subordination to civil authority, considerate action toward the distressed, the prompt arrest and transfer to the civil authorities of criminals actively disturbing the public peace, are the main lines of action and principles underlying successful active administration by the Army of relief in public disasters.

548. **The principal qualities needed in an officer in all cases of public calamity** are good judgment and tact, energy, zeal and insensibility to fatigue, consideration for sufferers, and for his own troops, and more than all, **initiative and a willingness to accept responsibility.**

(NOTE—Those wishing to go into this subject more fully should read *"Federal Aid in Domestic Disturbances"*—a War Department publication.)

CHAPTER XXX

RIOT DUTY*

549. General considerations. Riot duty is without doubt the most disagreeable, distasteful, obnoxious and unsatisfactory duty that an officer may ever be called upon to perform.

The liability of officers and enlisted men to civil action and criminal prosecution for acts performed in the execution of their duty; the submission to insults from men, women and children, and, sometimes, even to bodily attack by women; the use of dynamite by rioters, and, especially in the case of the Organized Militia, the injection of local politics into tactical considerations—all these things conspire to make riot duty most distasteful and disagreeable to the soldier. However, there is no duty more vitally important than that of suppressing lawlessness that threatens, as riot often does, the stability of our institutions and the safety of our homes. Because of its nature on the one hand and its importance on the other, it is a subject that should receive the careful thought and consideration of all military men.

The subject of **riot duty** possesses two separate and distinct sides: the legal side and the tactical side.

THE LEGAL SIDE

550. The military subordinate to the civil. In this country the military is normally subordinate to the civil.

Considering the military power (Regulars, Militia and Volunteers) as an organization, this means that the military power is created by the civil authorities; that after organization it is subject to the laws enacted by the civil authorities and can be disbanded by the civil authorities; that it can not of its own initiative undertake any action and especially none to enforce the laws or suppress disorder, or to aid the civil authorities in the enforcement of law or the suppression of disorder, but that any action taken can be pursuant only to the procedure established by the civil authorities; that the military power can neither declare war nor make peace, but the civil authorities alone possess that power; that the military must always be kept in subjec-

* In the preparation of this chapter extracts were freely made from "The Relations of the Military to the Civil Authority," by General Chas. B. Hall, U. S. Army, "Street Riot Duty," by General Albert Ordway, N. G., D. C., "Legal and Tactical Considerations Affecting the Employment of the Military in the Suppression of Mobs," by Lieut. R. W. Young (Journal Military Service Institution, June, 1888), and the U. S. Army Regulations. "The Law and Customs of Riot Duty," by Colonel Bryon L. Barger, N. G., Ohio, the most complete work ever published on the subject, was also consulted. The article was carefully reviewed by General C. B. Dougherty, N. G., Penna., one of the leading authorities of this country on riot duty.

tion to the laws of the country; that the law alone governs and to it the military must yield.

Considering the individual officers and soldiers who unite to constitute the military power the military being subordinate to the civil, means that an officer or soldier in taking upon himself the additional responsibilities and obligations of the military profession, can not ordinarily divest himself, as an individual, of civil responsibility to other citizens and criminal responsibility before the courts of the country for his private individual acts; that, if a member of the Regular Army, he is liable to civil and criminal prosecution also, for his official acts in the performance of his military duties.

However, the laws of Massachusetts, Connecticut, New York, Wisconsin, Alabama, the District of Columbia, and several other states provide that no officer of their militia shall be held liable to civil or criminal prosecution for his acts while rendering aid to the civil authority.* But officers and soldiers of the Regular Army and also of the Militia of States that have no laws giving them immunity from prosecution, should remember this: As long as you act within the scope of your authority, or do not show "malice, corruption or cruelty," this law of civil authority to which you are required to subject yourself will protect you; remember also that the Supreme Court of the United States has decided that in order to obtain judgment against an officer for acts alleged to have been done while on duty, the burden of proof is upon the party complaining to show that the officer exceeded his authority; and remember, too, that his acts are **presumed** to be legal. To overcome this presumption it is necessary to show that the officer or soldier committed more than an error of judgment—it must be shown that he committed a **malicious** and **willful** error.

There are, however, occasions when the fundamental principle of subordination of military power to civil authority is either modified or suspended. It is modified when civil authority calls military force to its aid; it is suspended when civil authority declares martial law.

551. When the Regular Army may be called out for riot duty.

"In all cases of civil disorder or domestic violence, it is the duty of the Army to preserve an attitude of indifference and inaction till ordered to act by the President. * * * * In a case of civil disturbance in violation of the laws of a state, a military commander can not **volunteer** to intervene with his command without incurring a personal responsibility for his acts. In the absence of the requisite orders he may not even march or array his command for the purpose of exerting a moral effect or an effect **in terrorem**; such a demonstra-

* It must be remembered, however, that even though there may be a State law conferring immunity upon officers and soldiers for their acts while on duty in aid of the civil, such a law does not shield them from responsibility for acts committed through malice or with corrupt intent. Otherwise officers and soldiers on such duty could commit rape, arson, theft and what not, with impunity.

tion indeed could only compromise the authority of the United States while insulting the sovereignty of the State." *(Digest of Opinions of the Judge Advocate General of the Army, 1901 Edition.)*

Troops of the Regular Army may be ordered out for riot duty under the following conditions:

1. **By the President.**

a. If requested by any State and if after investigation the facts warrant it. If the legislature is in session, the request must be made by that body; if not in session, then the governor may make the request.

b. If property of the United States is being endangered or destroyed, or if the rioters are interfering with the execution of Federal Laws or with the mails of the United States. Of course, in this case the troops would confine themselves absolutely to matters affecting the Federal Government.

2. **By the Commanding Officer of Troops** under the circumstances cited in (b), provided the emergency is so imminent as to render it dangerous to await instructions requested through the speediest means of communication. In this case the commanding officer will at once report in detail, by the quickest way his actions to the Adjutant General of the Army and the Adjutant General of his Department.

Any person employing any part of the Regular Army in riots except under these conditions is guilty of a misdemeanor, and, on conviction thereof, will be punishable by a fine not exceeding $10,000, or imprisonment not exceeding two years, or by both such fine and imprisonment.

After the troops have been called out, the military alone must decide how its power shall be used—the civil merely says **what** it wishes done, the military decides **how** it shall be done. Under no circumstances can Regular troops act under any civil officer.

552. A supposed case.

Let us suppose that a riot has broken out in a city and that, having assumed proportions beyond the control of the civil authorities and the Militia of the State, the governor (the legislature not being in session) has called upon the President for the assistance of the Regular troops. The President, after satisfying himself that the conditions of affairs warranted it, would issue his proclamation commanding the rioters to disperse and order to the scene of disturbance the troops most available. In the absence of any specific instructions to the contrary, the commanding officer of the troops would march his command to the vicinity of the trouble and then report his arrival to the civil officer calling for assistance, and request of him a **written** report of what he desires accomplished; if a written statement can not be obtained, then a verbal one should be required and made in

the presence of witnesses. The power of the civil officer ends here and he can not interfere in any way with the manner in which the troops operate, nor give them any orders, nor make any suggestion the commanding officer is bound to accept—the military officer is the sole judge of how the end desired by the civil shall be accomplished.

The commanding officer should ascertain from the civil authorities what steps, if any, have been taken to protect the gas-works and gas-mains, the water-works and water-mains, engine houses, etc., to guard the gun stores and ammunition and explosive factories. Everything possible should be done at once to prevent arms and ammunition from falling into the hands of the rioters and if it is found impossible to defend a gun-store, armory or other place containing arms and ammunition and it is feared that these supplies may fall into the hands of the rioters, then measures should be taken to render the arms useless (which may be done by removing important parts).

553. When the Militia may be called out for riot duty.

(a) **Within Its Own State.** It may be called out by such civil officers of the State as may be authorized by the laws to do so. In some states only the governor can call out the Militia, while in others, various county, city or town authorities, civil magistrates, the sheriff, and other civil officers may do so; and in others, the local military commander may call out the troops if, in his own judgment, the danger appears sufficiently great.

Militia officers should familiarize themselves with the laws of their respective States on this point so that they may know when called upon that the call is made in a legal manner. However, the officer having been legally called out, he can not question the reason or the necessity for the call—he has no alternative but to obey—and whatever he may order his troops to do in obedience to such call must be done by all subordinate officers and soldiers, all of whom have nothing whatsoever to do with or question whether the call was made in a legal manner—the order to them is purely a military order, and must be obeyed without question.

It is vitally important that officers and soldiers should familiarize themselves with all their local State laws on the subject of the military in aid of the civil. As a rule these laws are embodied in the regulations for the military force of the State.

(b) **Outside Its Own State.** The Militia may be called out by the President of the United States upon application of any other State. Militia so called out is then in the service of the United States and is governed by the same laws and regulations as those by which the Regular Army is governed.

554. Civil control of the troops.

(a) **Regular Troops.** After the troops have been ordered out and the commanding officer has ascertained from the civil authorities

the ends they desire accomplished, the military alone must decide how its power shall be employed. While the commanding officer should do all in his power to promote harmony and cooperation between the military and the civil, he is not required to accept any suggestions even, much less instruction, from the civil as to how the troops shall be handled and the end desired attained.

(b) **The Militia.** In some States there are detailed regulations governing the Militia when on riot duty. All Militia officers should familiarize themselves with the laws and regulations of their respective States and they should not wait until ordered out on riot duty before doing so. However, should a State have no specific laws or regulations on the subject, the regulations of Massachusetts, which cover the subject most thoroughly, may be followed with safety. They are:

"Par. 2298. The civil officer is not authorized to interfere in any way with the formation or details of the force, the military officer being held responsible for the success of the operations to be undertaken; and it is for the latter, and for him alone, to judge in what manner the troops shall effect the object which the civil officer has indicated, and to direct the force in the execution of the service in which it is engaged."

"Par. 2299. While the instructions of the civil officer are given in general terms to accomplish a particular purpose, and the mode and means are within the discretion of the military commander, the latter, to prevent misunderstanding, should request to have his instructions reduced to writing."

555. Liability for acts done in obedience to orders. It is a principle of law that no subordinate can be punished for refusing to obey an **illegal** order, and it is also true that both the superior who gives such an order and the subordinate who obeys it lay themselves liable to civil and military prosecution. However, the courts have held that "except in a plain case of excess of authority where at first blush it is palpable to the commonest understanding that the order given is illegal, a military subordinate should be held excused, in law, for acts done in obedience to the orders of his commander." While it is true that soldiers can not be punished for refusing to obey **illegal** orders, the question arises, who is to judge of the legality of the order? It is evident that if all officers and soldiers are to judge when an order is lawful and when not, the captious and mutinous would never be at a loss for a plea to justify their insubordination. It is therefore an established principle, that unless an order is so manifestly against law that the question does not admit of dispute, the order must first be obeyed by the inferior, and he must only subsequently seek such redress against his superior as the law allows. If the inferior dis-

putes its legality **before** obedience, error of judgment is never ac
mitted in mitigation of the offense.

556. The seizure, use and destruction of private property. It
sometimes necessary to seize, use or destroy private property. Fo
instance, it may be necessary to seize food or means of transportatio
for the troops, to convert the nearest available material into barr
cades, or to destroy a building occupied by rioters. If the danger
great or the necessity urgent, the commanding officer should nc
hesitate. While it is true that he may thus render himself liable t
civil action, he need have no fear if he has not exercised his power i
a corrupt or malicious manner.

Whenever practicable receipts in detail should be given for su
plies and property seized and transportation or labor requisitioned-
and such receipts will assist materially in adjusting the claims that a
sure to follow.

557. Firing by troops on riot duty. A riot may be defined a
"An unlawful assemblage of people of threatening attitude, acting
concert, with disorder and violence and determined to accomplis
some injury to persons or property in spite of any resistance whic
may be offered," and under the law the killing of any participant
the riot is clearly justifiable, **if the riot can not be suppressed by le
violent means.**

The question whether a person killed was a participant is settle
by the rule of law that "those present at the commission of a riotou
felony are principals," and is put beyond all question if the prop
officer has commanded the assembly to disperse before the firing wa
ordered.

After the troops have been called out for riot duty, the questio
of firing upon rioters is purely a tactical question—a question to b
decided by the immediate commander of the troops, according to h
judgment of the situation. However, at all times and under all ci
cumstances, must the firing be under absolute control of the imm
diate commanding officer, with whom rests the responsibility of d
termining whether the situation presented is such as to warrant such
severe course as firing on the rioters. By giving selected shar
shooters general instruction to fire on rioters throwing missiles a
or firing upon, the troops, the commanding officer does not in an
way lose control of the firing, nor is he in any way relieved of r
sponsibility.

The strictest kind of orders should be given that no one shall fi
a single shot except upon an order from an officer. (Of course,
individual cases of self-defense soldiers would not have to wait f
orders to fire.)

(a) Under the law any citizen has the right to use the for
necessary in order to prevent the perpetration of a **felony**, or
arrest a **felonious** culprit.

(b) Par. 498 of the 1910 Army Regulations says, "Single selected sharpshooters may shoot down individual rioters who have fired upon or thrown missiles at the troops."* With the exception of the statements (a) and (b), there is nothing else definite and specific in the Army Regulations, in law books or elsewhere, as to the circumstances under which the commanding officer may give the command to fire.†

These are the general principles of the common law on the subject:

1. The justification allowed by the common law to the taking of life in cases of riot is limited to the necessity of the case;

2. The infliction of death or bodily harm is not a crime when it is done "for the purpose of suppressing a general and dangerous riot which can not otherwise be suppressed";

3. The taking of life can only be justified by the necessity for protecting persons or property against various forms of violent crime or by the necessity of dispersing a riotous crowd which is dangerous unless dispersed."

From this, therefore, we see that the fundamental question for the immediate commanding officer to decide is **whether the taking of life is NECESSARY for the effectual performance of the duty imposed upon him.**

In deciding this question he must, of course, exercise the judgment of a man of some discretion and prudence, upon the facts as they appear to him at that time, and not as they may appear to others in the light of subsequent events. He must bring to the solution of the question an honest determination to do his duty; he must not act "from recklessness or a love of power or to gratify any passion"; he must not be influenced by a desire to retaliate or to inflict punishment. He must also bear in mind that the mere use of insulting or abusive words is not of itself enough to justify extreme force. It has been well said by Sir Charles J. Napier that, "The Government has a right to expect the troops to bear some insult from a mob; strength should not be waspish and put forth to act hastily."

* However, this does not give the commanding officer an unqualified right to have selected sharpshooters shoot down rioters—the responsibility still remains with him to determine whether such a course of procedure is justified by the situation that confronts him.

†(NOTE—It should be remarked that the provisions of the U. S. Army Regulations on the subject of riot duty apply to the Organized Militia only if it be in the service of the United States, or if such Regulations have been embodied in the laws and Militia regulations of the State. But where, as is more frequently the case, the provisions of the U. S. Army Regulations have not been embodied in the laws of the State, they are only of indirect benefit to the Militia. Should criminal or civil suit, for instance, be brought against an officer of the Militia who had acted in accordance with the U. S. Army Regulations, the officer would have the opportunity to justify his act by showing that it was a course recognized as proper to be pursued by those who are looked upon as experts in such matters, viz., the officers of the Regular Army.

557 (contd.)

Remember that an officer who is by law authorized to suppress a mob is by the nature of things given discretionary power and can not, therefore, be held responsible for errors of judgment or mistakes of law, as long as he acts in good faith and without malice, corruption or cruelty, and keeps within the scope of his authority.

Remember also that it has been held by the courts of law that an officer who acts "amid the noise and danger, the uncertainties and perplexities of the field of action, must not be judged by facts as they appear in the calm, judicial atmosphere of the forum."

Having decided that it is necessary to fire upon a mob, the officer in command should, if practicable, first call upon the mob to disperse, as this will afford the innocent persons who from idle curiosity or other motives almost invariably form a part of mobs, an opportunity to withdraw. However, circumstances may be such as to make the giving of such notice impracticable—for example, in the case of an aggressive mob attacking the troops, or in the case of a mob engaged in a felony that prohibits the waste of time.

However, when it becomes necessary to fire upon a mob, it is merciful to make the fire short, relentless, and effective. Under no circumstances should blank cartridges ever be fired, nor should the troops ever fire over the heads of the rioters—such tactics almost invariably give the mob a courage and confidence that only aggravate the situation. In view of the fact that the tendency, especially on the part of inexperienced troops, is to fire high, the firing should be delivered kneeling, and by volleys, as this form of fire not only enables better fire discipline but it also has a very demoralizing effect on the mob.

While the taking of human life under the conditions cited does not involve legal responsibilities, it entails moral responsibilities, and the order to fire should not be given unless it is clearly evident that the end desired can not be attained in any other way.

No more firing should be employed than is necessary to accomplish the object in view—that is, if in the opinion of the commanding officer the firing of two or three men or a squad can accomplish his purpose, then only two or three or a squad are ordered to fire; if in his opinion the whole company is necessary in order to accomplish his purpose, then the whole company is ordered to fire.

Remember, whatever the number firing may be, all firing must cease the very instant it is no longer necessary—the very instant the commanding officer's object has been accomplished.

The commander of the troops must always bear in mind these three things:

1st. As the use of force is only justified by the necessity of the occasion it follows that only so much force should be used as the necessity of each case requires and that force should not be continued longer than is absolutely necessary.

2d. Under no circumstances should troops attempt to punish anyone—as stated in Par. 498, of the 1910 Army Regulations, "Punishment belongs, not to the troops, but to the courts of justice."

3d. Every endeavor should first be made to induce or force the rioters to disperse before ordering the troops to fire on them.

Now, to sum up what has been said on this subject:

The law and the Army Regulations give only four concrete cases where troops may fire on rioters:

1. To prevent the perpetration of a felony, if it can not be stopped otherwise.
2. To arrest one who has committed a felony, if he can not be arrested otherwise;
3. In case any individual rioter fires upon the troops, he may be shot down.
4. In case any individual rioter throws missiles at the troops, he may be shot down.

Remember, however, that this does not relieve the commanding officer from the exercise of sound discretion and the responsibility of using no more force than is necessary to accomplish the desired end.

Whether he be called on to disperse a riotous assembly engaged in committing crimes or to protect life or property from attack by such a body, the question will in each particular case be whether it is necessary to take life to properly discharge his duty.

No set of rules exists which governs every instance or defines beforehand every contingency that may arise.

558. Arresting rioters in private houses. If, during the actual progress of a riot, a rioter commits a felony or breach of the peace, or a felony is committed and there is reasonable grounds to believe a particular rioter has committed it, a member of the Regular Army or Militia who is present on riot duty may, without warrant, arrest the rioters at once. If the rioter, after committing a felony, flees to a private house he may be pursued and an entrance may be forced, to make the arrest, but as a matter of lawful caution, a demand for the surrender of the culprit should be made before forcing an entrance. If necessary to force an entrance, before doing so the person seeking to make the arrest should announce to the inmates his official character and his business and demand admission, unless it is quite certain these are already known, in order that, knowing his official character, there may be no resistance to him. If, however, an interval of say a number of hours or a day elapses between the commission of the felony and the effort to apprehend, then a warrant should be obtained from the civil authorities, and the civil authorities, supported by the troops, would have every power to make the arrest.

559. Disposition of persons arrested. Civilian prisoners should always be turned over to the civil authorities without unnecessary

delay. Should it not be practicable to turn the prisoner over to the civil authorities immediately he may be detained by the military so long, and so long only, as the necessity of the situation requires.

These restrictions upon the detention of civilians as prisoners by the military do not apply where by the declaration of martial law the civil power has been superseded by military authority.

560. Difference between a felony and a misdemeanor. A felony may generally be defined as an offense that is punishable by imprisonment in a penitentiary or state prison—for example: homicide assault with a dangerous weapon, highway robbery, burglary, larceny, rape, arson. Crimes that are not punishable by imprisonment in a penitentiary or state prison may be generally defined as misdemeanors—for example, drunkenness, disorderly conduct, carrying of concealed weapons, trespassing, violations of city ordinances.

561. Arrest of officers and enlisted men. During their tour of duty in aid of the civil authorities, officers and enlisted men, of either the Regular Army or the Organized Militia, can not, with the two exceptions stated below, be arrested or compelled to answer the process of civil courts on account of any act committed during such tour of service. (However, they may be served with summons in a suit for damages.) Any other rule of law would expose the military power to practical nullification at the hands of the civil courts.

The two exceptions:

(a) In the case of a writ of habeas corpus requiring a military officer to produce in court the body of a prisoner;

(b) When an officer or an enlisted man, acting outside the scope of his military duties, commits an offense mentioned in the 59th Article of War, which reads, "When any officer or soldier is accused of a capital crime, or of any offense against the person or property of any citizen of any of the United States, which is punishable by the laws of the land, the commanding officer, and the officers of the regiment, troop, battery, company, or detachment, to which the person so accused belongs, are required, except in time of war, upon application duly made by or in behalf of the party injured, to use their utmost endeavors to deliver him over to the civil magistrate, and to aid the officers of justice in apprehending and securing him, in order to bring him to trial."

However, the commanding officer should not turn the accused over to the civil authorities unless the application, or accompanying evidence, identifies him to the satisfaction of the officer, and until the latter is convinced after careful investigation, that the application is made in good faith and in the interests of law and justice.

562. Habeas Corpus. It must be remembered that the writ of habeas corpus is in no way suspended or modified just because troops,

either Regular or Militia, are acting in aid of the civil authorities, and that respectful return must be made to all such writs.

FORM OF RETURN

In re John Doe
(Writ of habeas corpus—Return of Respondent)
To the.....(Court or Judge).

The respondent, Major John Smith, 24th U. S. Infantry, upon whom has been served a writ of habeas corpus for the production of John Doe, respectfully makes return and states that he holds the said John Doe by authority of....., under the following circumstances:

(State orders under which the troops are serving, cause of arrest, and reasons for holding the prisoner in custody. Give the circumstances as fully as possible so as to enable the court to determine the question of jurisdiction.)

Wherefore without intending any disrespect to this Court, but for the reason that he is advised and believes that said writ, under the circumstances, should not be enforced, and that this Court has no jurisdiction in the premises and in obedience to the order..... ..... this respondent respectfully declines to produce to this Court the body of said John Doe; or,

However, in obedience to the said writ of habeas corpus the respondent herewith produces before the Court the body of the said John Doe, but for the reasons set forth in this return prays this honorable court to dismiss the said writ.

JOHN SMITH,
Major, 24th U. S. Infantry,
Officer in Charge of Prisoners.

If **an officer of the Regular Army** had in custody a rioter that he had arrested, but had not yet turned over to the civil authorities, and if he were served with a writ of habeas corpus by a **Federal** court, he would at once obey the writ, produce the body in court and make return, setting forth the reasons for restraining the rioter. He would report, by wire, the fact of such service direct to The Adjutant General of the Army and the Adjutant General of the Department, as required by A. R. 1016, '10. If the writ were issued by a **State** court, the officer would at once telegraph The Adjutant General of the Army and the Adjutant General of the Department that such a writ had been served. If the rioter were held for an offense against the United States, respectful return should at once be made showing cause of detention, claiming that the State is without jurisdiction to issue the writ, and asking that same be dismissed, but the body need not be produced. If the rioter were held for an offense against the State the

court would doubtless have jurisdiction and return should be made and the body produced after being so advised by superior authority.

If an officer of the Organized Militia had in custody a rioter that he had arrested but had not yet turned over to the civil authorities, and if he were served with a writ of habeas corpus by either a Federal court or a State court, he would at once report the matter by wire to proper superior authority, make return and produce the body.

563. **Relations with the civil authorities.** In their relations with the civil authorities officers should always be courteous, obliging and cheerful, showing at all times a disposition to assist and cooperate.

564. **Conduct toward civilians** on the part of both officers and enlisted men should be courteous and considerate, except, of course, when civilians affiliate with the rioters, in which case they should be treated accordingly.

565. **Private property** must be respected. In case of injury, destruction or appropriation by individuals, the guilty parties may be made to make reparation from their pay, as provided for by the 54th Article of War.* Should it be impossible because, for instance, of indifference on the part of the company officers and the men, to ascertain the names of any members of their company that have appropriated, injured or destroyed any property, damages might very properly be assessed against the entire organization.

566. **Camp grounds.** Although military necessity might require a commanding officer to camp on grounds against the wishes of the owner, it must be remembered that the commanding officer has no legal right to do this, and that it should not be done whenever avoidable.

THE TACTICAL SIDE

567. **"In time of peace prepare for war."** This injunction is quite as valuable in a local as it is in a national sense. In every city where Militia is stationed, the commanding officer of the troops should divide the city into military districts, detailing officers to map the various districts, submitting with their maps descriptions of the streets, buildings, character of the inhabitants, means of barricading or other resistance by a mob, points of advantage, quickest and least exposed avenues of approach, with plans as to the best disposition of troops, whether acting offensively or defensively, etc.

* Every officer commanding in quarters, garrison, or on the march, shall keep good order, and, to the utmost of his power, redress all abuses or disorders which may be committed by any officer or soldier under his command; and if, upon complaint made to him of officers or soldiers beating or otherwise illtreating any person, disturbing fairs or markets, or committing any kind of riot, to the disquieting of the citizens of the United States, he refuses or omits to see justice done to the offender, and reparation made to the party injured, so far as part of the offender's pay shall go toward such reparation, he shall be dismissed from the service, or otherwise punished, as a court-martial may direct.—*54th Article of War.*

The locations of all armories, police stations, engine houses, gas plants, electric-light plants, water-mains, hydrants, gun stores, explosive factories, etc., should be plainly indicated on the map and plans to protect them should be formulated. The heights and material of buildings, their strategic importance, if any; whether flat or pitched roofed, with or without openings in party-walls and other peculiarities of construction, etc., should be noted. The ranges from all important buildings to all points commanded by them and the points at which gas and water can be shut off should also be indicated.

Signal stations at various points should be selected and a system of rapid communication with the armories, headquarters, police stations and other points should be devised. A cipher code should be adopted.

The question of getting troops from outside the city in case of serious trouble should also be considered and a plan for their debarkation should be prepared.

Public buildings should not be without facilities for lighting and for procuring water in case of the shutting off of the water and the lighting facilities.

In order to provide for the certain and rapid assembly of the troops at the armory a system of notification should be adopted. The plan of ringing bells has the disadvantage of notifying the rioters as well as the Militiamen and consequently should not be adopted. A good plan is for every captain to divide his company into squads, each under the charge of a noncommissioned officer, who is to carry at all times with him a list of his squad and their addresses and telephone numbers, the squads being grouped geographically so that there will be no loss of time in warning them. When the company is ordered to assemble the captains notify the squad leaders, who in turn at once notify the members of their respective squads.

568. The importance of quelling riots in their incipient stage. Mobs are, by their very nature, peculiarly liable to dejection or elation; they sneak into their hiding-places or swarm into the streets directly as they fail or succeed. Without discipline they can neither be checked in the excesses that follow victory, nor rallied from the discouragement that follows defeat.

Victorious or temporized with, the rioter finds a thousand venal wretches at his back; beaten, or energetically handled, he is deserted by his erstwhile friends. The fact that there are in society so many professional agitators, so many anarchists, socialists, thieves, cutthroats, vagabonds, and ruffians, who, with the instinct of the vulture, will seek the field of prey on the one hand, and on the other, with the instinct of the rat, desert the sinking ship, renders it absolutely necessary that the mob shall not be trifled with to the extent even of permitting them to seem to be victorious for a single day.

Mobs are cowards at first. They only gain courage as they fin that those whose duty it is to suppress them are themselves cowards A mob is not to be feared when it is first aroused.

It is only as its passion for carnage is whetted by taste of blood or its greed for pillage is gratified, that it becomes dangerous. Upo whomsoever devolves the duty of suppression, let this be his firs effort: Check at the very beginning; allow no tumultuous gatherings permit no delay; a few stern resolute words; if these be not heeded then strike resolutely, boldly; let there be no hesitation; if necessary take life at the outset. It will be more merciful to take one life tha to suffer the mob to take the lives of many later.

Nothing so emboldens a crowd as passive resistance and it shoul never be allowed. Any man in a crowd, on a roof, or at a window who is seen to fire a shot, throw a stone or other missile, or assaul a soldier should be shot down by a sharpshooter.

569. Mobs as a rule are made up of cowards—not necessaril physical cowards but moral cowards—moral cowards because of thei consciousness of being in the wrong, of being lawless. The mos cowardly members of a mob are generally in the rear, which is, there fore, the weakest, the most vulnerable part. Having neither disciplin nor organization, the very moment a break is started, the rest wil follow like so many sheep. The logical point to attack mobs, is therefore, the rear and flank. If it be not practicable to send a par of the command to attack in rear, practically the same result can b obtained by dispatching, if practicable, sharpshooters to the roof or upper stories of houses, from which they can pick off rioters i the rear of the mob. The picking off of a few rioters there will gen erally cause others to flee and they in turn will be joined by the res of the mob.

Attention is invited to the fact that although a number of person in the front of a mob might be killed and wounded, the rest would no be able to get away because the crowd in rear, many of whom woul not even know what had happened in front, would act as a barrie while, of course, those in front would not flee in the direction of th main body of soldiers.

A "The Crowd: A Study of The Popular Mind," by Gustave Le Bon, is a very in teresting book. It is a foreign publication, but can be gotten through Tice & Lynch 18 Beaver St., New York. Cost, 85 cts.

570. Army Regulations. After having been called into actio against a mob the troops are governed by the general regulations o the Army and apply military tactics in respect to the manner in whic they shall act to accomplish the desired end. It is purely a tactica question in what manner they shall use the weapon with which they ar armed—whether by fire of musketry and artillery or by the use of th bayonet and saber, or by both, and at what stage of the operation each or either mode of attack shall be employed. This tactical ques

tion will be decided by the immediate commander of the troops, according to his judgment of the situation. (Par. 489, A. R., 1913.)

571. Assembling of Militia Organizations. If there are indications that the Militia may be called out, a detachment should be quietly kept in the armory to guard the building against surprise and if necessary, to protect the assembly of the troops.

If a call is made for the troops, this armory guard should be deployed a sufficient distance from the building to protect it on every side and to prevent unauthorized persons from approaching. Should the crowd become hostile or threatening the guard should be reenforced as rapidly as possible.

Should the command be ordered out unexpectedly and the precaution just cited therefore not taken, the police authorities should at once send a squad of policemen to the armory to perform the duties described until the arrival of enough soldiers to relieve them.

There should be two methods of calling out troops: (a) By verbal orders to individuals, sent through their squad leaders; (b) by a prescribed signal on the fire-alarm bells, to be used only in case of emergency.

Every man should take with him from home sufficient food for a day, in order to provide against contingency.

Uniforms, arms, and equipments should always be kept in the armory; otherwise men in uniform attempting to reach the armory might be waylaid by rioters.

After the troops are assembled in the armory, the company should be carefully inspected to see that every man is properly equipped—that he has been supplied with ball cartridges,* that his canteen is filled with water, that his rifle is in perfect order, etc.

The commanding officer of all the troops should assemble his officers and explain to them the nature of the duty he has been ordered to perform and outline the manner in which he intends to carry out his orders. He should caution his officers against the use of intoxicants and give strict orders that all enlisted men must keep out of saloons and not drink intoxicants.

Before leaving the armory special care must be taken to see that the ammunition supply has been looked after.

Since it is always probable that in a general riot, troops will have to attack barricaded buildings, the command should in such cases be supplied with axes, crowbars, ropes, sledge hammers, short ladders, bags of powder (6 to 10 pounds) and hand grenades.

Every company commander should give to his men some general instructions and precautions, especially about firing upon people.

* Guard cartridges, instead of the regular ones, are more suitable for riot duty, although troops might very advisably be supplied with both.

Attention should be called to the following fire discipline rules from the Drill Regulations:

a. Never fire unless ordered.

b. Never exceed the number of cartridges indicated.

c. Never fire after the command or signal, cease firing.

d. Always fire at the named objection; if so situated as to be unable to see the objective, do not fire.

e. Always aim at the bottom line of the objective; if it be a line of men, aim at the feet, if a clump of trees, aim at the junction of the tree trunks and ground.

The men should also be instructed about respecting private property and treating all law-abiding citizens with proper courtesy.

A detachment commanded by an officer should be detailed to remain at the armory after the troops leave.

572. Leaving the Armory. Should there be a hostile or threatening crowd in the street at the exit of the armory, the troops, consisting for instance, of four companies, may make their exit and form as follows:

A company in columns of squads, at port arms, with bayonets fixed, and rifles loaded, is formed facing the exit; just as soon as the doors are thrown open the company marches forward, Nos. 1 and 2 (front and rear file) of the first squad turning to the right and forming single rank, and Nos. 3 and 4 doing the same, to the left, at the same time clearing the street; as soon as the second squad has passed the first squad, it separates in a similar manner; the second squad is followed by the third, and so on, until the entire company is out. As soon as the space in front of the exit has been cleared, the second company marches out in column of squads, forming line crosswise of the street (i. e. at right angles to the armory), to the right or left; it is followed by the third, which forms line crosswise of the street, to the left or right; the fourth company then follows, forming line along the curb line, on the opposite side of the street; the first company is in the meantime assembled along the curb line near the exit, between the second and third companies, the four companies thus forming a hollow square, which may be marched by forming the first and fourth companies in column of squads, with the second and third facing the same direction.

Sometimes it might be possible to work a ruse on the mob and have the command leave the armory by an exit of which the crowd knows nothing, but under no circumstances should the exit be so made as to show timidity. It is much better to come right out and face the mob with determination, giving it, if necessary, a severe lesson, which at this junction may prevent much trouble later on.

573. Marching to the scene of trouble. The troops should, of course, be marched through the streets without music or colors, and

if the riot be local and at a considerable distance from the armory, the command should be marched in column of squads by the least frequented streets, so as not to create excitement and interfere with public traffic.

However, if the riot is of a general nature, the troops should be marched upon whatever streets military policy may require.

A squad of police should accompany each body of troops for the purpose of making arrests. They may march in the line of file closers or inside the hollow square, sallying forth from time to time to make such arrests as may be necessary and returning with their prisoners.

When approaching the scene of trouble, the hollow square formation just described (or some other suitable formation) should be assumed, the front and rear companies extending from curb line to curb line, and selected sharpshooters walking on both sidewalks so as to be able to cover the windows and roofs on the opposite side of the street. These sharpshooters should be under the command of an officer especially fitted for the work and, if so instructed, they should shoot down anyone firing or throwing missiles at the troops.

The sharpshooters must be constantly on the alert, watching the roofs and windows on the opposite side, and, at a halt, seize any prominence affording them a view of the mob. They must not fire until individually ordered, unless, of course, special instructions have been given to the contrary. During a general engagement they may be instructed to pick off the leaders. The knowledge that sharpshooters are present with special instructions to shoot the leading spirits among the aggressors, would have a salutary effect.

When the troops do not assume the hollow square formation, competent noncommissioned officers or selected privates, should march on both flanks of every company to keep an observant eye for any overt act committed against the troops, and they should be instructed to pick out and fire upon the offending rioters. The act committed against the troops, however, should be of sufficient aggravation to warrant the rioter being fired upon.

In a movement along the streets, in the face of opposition, the troops are not to be crowded, as a repulse of those in front might lead to a terrible slaughter and confusion. The advance should be made by successive companies or platoons at considerable intervals, those not actually engaged being kept under cover as much as possible. There must always be advance and rear guards and flanking parties, which should be in force and which should march in streets parallel to the street of main attack. This will result in outflanking the crowd, and will lessen the casualties from a heavy column proceeding along a single street.

Skirmishers should be advanced and instructed to slip along the sidewalks and thus protect themselves by the projections from the buildings.

When an advancing column is fired upon from a house, the house should be forced and the rioters captured or driven therefrom. Small bodies of troops should be detached from the main column to enter the buildings, which may be done by the front, the back, the side or roof. The back is apt to be unguarded; to enter from the top, either from the roof or through the party-wall of the top story, possesses the advantage of generally catching the occupants unaware, and of enabling the attacking party to fight down rather than up.

The sidewalks being protected on one flank and being more elevated than the street, are places of vantage, and when a small body of troops is advancing along a wide street, they should march along the sidewalks in preference to the middle of the street.

Under no circumstances should a crowd be permitted to stand on the sidewalks while troops are marching through the streets.

If troops are being moved to the scene of trouble by rail, the train should be stopped at a distance, where the command can be disembarked and formed without confusion. Should the engineer decline to obey the commanding officer's orders in this respect, the train should be seized immediately. It would be suicidal to attempt to unload troops and to form companies in the midst of an ugly mob.

When troops are approaching by train a community to which they have been ordered for riot duty, a number of sharpshooters should be placed on the pilot, as well as on the tank, of the engine, and on the tops of the coaches, with instructions to fire upon any person committing an overt act against the troop train. When nearing the scene of disturbance, the train should be slowed down, and if there is any reason to believe that dynamite may have been placed on the track, two or three flat cars should be placed in front of the engine.

574. Dispersing or attacking a mob. Upon approaching a mob to be dispersed, halt at a point from which its position can be observed and reconnoitered, and then form your plans for dealing with it. If the mob starts to advance on you, keep it at a distance by rifle fire, if necessary.

If the mob is inclined to be timid and undetermined, the appearance of a military force, especially if equipped with a Gatling gun or two, may induce it to listen to the order to disperse.

Mounted troops armed with ax handles or sticks are very effective in dispersing mobs. Water from a fire hose may sometimes be used with good results. The use of the butt of the rifle on the toes of the front rank of a timid mob has been known to work well.

We will now consider these cases in which the mob refuses to disperse:

1. **The mob being in an open street, without barricades, and not occupying houses.** Although the Army Regulations state, "As a gen-

eral rule the bayonet alone should be used against mixed crowds in the first stage of a revolt," it is thought that only if the mob be very timid or the troops be numerically stronger should dismounted soldiers be brought in immediate contact with a mob, lest they should be crushed and disarmed by mere weight of numbers. In any event, whenever dismounted troops are brought in immediate contact with the mob, a support of reserve should be held at a convenient distance.

After determining how many troops are necessary to hold the mob in check, the balance of the command is divided into two detachments, which move down the streets parallel to the one held by the mob and on each of its flanks; the detachments come in on the flanks of the mob by alternate streets so as not to fire into each other, and, if possible, a squad is sent to attack the mob in rear. The flanking and rear detachments should begin their work first, after which a determined advance or a volley or two on its front will end the work.

Whenever it becomes necessary to fire on a mob, sharpshooters should, if practicable, as stated before, be dispatched to the roofs of houses from which they can pick off rioters in the rear of the mob. Mobs are cowardly and the rearmost portion is the most cowardly. If a break can be started in the rear of the mob, and the picking off of a few rioters there will generally do this, the rear members will at once begin to flee and will be joined by the rest.

In some cases women and children, a number of the former carrying babes in their arms, have been placed at the head of the mobs. In such cases the mob should be attacked in rear. A small force can almost always completely demoralize the rear of a mob, and mobs should, whenever practicable, be so attacked.

2. **The Mob Being Entrenched by Means of Barricades.** Direct attacks of barricades should never be made until all other means of capturing them have failed or are evidently useless.

A reconnaissance should be made to determine whether the barricade can be attacked in the rear or on the flanks. If necessary, houses may be destroyed in order to give a direct access to one of the flanks. Barricades may also sometimes be made untenable by infantry fire directed from the windows and tops of near-by houses. Again, conditions might be such that the barricaded position could be cut off and isolated while the work of suppressing the riot in other parts of the city proceeded.

If, however, it becomes necessary to make a direct attack on a barricade, artillery is indispensable. The artillery is supported by the infantry designated to make the assault, and which is kept under cover as much as possible. The artillerymen are protected from the fire of rioters on overlooking houses by improvised epaulements. Sharpshooters properly stationed prevent any return fire from the barricade and any attempt by its defenders to repair breaches. Detachments of

infantry are started from the first available house on each side of the street, fighting their way from house to house until they reach the houses flanking and overlooking the barricade. When they have reached that point the infantry in support of the artillery makes a direct assault on the barricade unless it has been abandoned by this time.

An enterprising commander, with a small force of courageous men, may sometimes surprise and capture a barricade in the night by watching the opportunities offered through lack of discipline and improper guard duty on the part of its defenders.

Captured barricades are immediately removed or destroyed.

575. Attack of houses. A house occupied by rioters may be either avoided, isolated or attacked, depending upon circumstances.

Avoided. If a house is occupied as a place of refuge and does not annoy the passage of troops ordered to a designated point for a specific purpose, it is better to avoid the house by marching around it.

Isolated. However, if a house so occupied would be a menace in the rear of the troops, or an obstacle to their retreat in case of defeat, it would be better to isolate or blockade it, or the square in which it is located.

Attacked. But if a house is occupied as a place of refuge or defense by defeated rioters, or as a flank defense of a barricaded position or as a vantage ground for fighting; or if for any other reason it becomes necessary to dislodge the occupants, the house must be attacked. A direct attack should never be made if it can be avoided, but if made the interior defenses should first be destroyed by artillery fire.

If the houses occupied are a part of a block of houses, possession is gotten of the first unoccupied house in the block. If the roofs are flat, the first occupied house is attacked by way of the roof, gaining access through the scuttles or by cutting holes in the roof. If the roofs are steep, holes are made through the walls of the top story. It is infinitely better to fight downward than upwards, and the latter should not be attempted if there is any way of avoiding it.

Hand grenades or light dynamite bombs dropped down the roof scuttles or chimneys are good preliminaries to the descent of the troops.

After getting into a house, there must be no pause in the attack; the defenders must be closely followed from room to room and floor to floor until resistance ceases or they have been driven into the hands of the troops in the streets.

The first house attacked having been cleared the next adjoining is attacked in the same manner, and so on until they are all cleared.

Let us now take the case in which all the houses in a block are occupied and it is necessary to make a direct attack on one of them in order to get a foothold from which to attack the others as described. If the houses on both sides of the street are occupied by rioters, it is

better to attack from the rear, in which event the attacking party is protected by sharpshooters stationed in the rear of the house back of the one attacked. If only the houses on one side of the street are occupied, then the sharpshooters are stationed in the houses on the opposite side.

Troops attacking a house should, if possible, always approach from the **right** and keep close to the wall, as this will compel the defenders to expose a large part of their own bodies in order to fire, thus affording a better target for the sharpshooters in the building opposite.

To force an entrance into a house under these conditions, small bags of gunpowder nailed against the doors and windows, and exploded, are very effective, but, of course, artillery is the best means with which to open a passage into a block of houses.

A very strong door, even if barred and bolted, can be blown open by ten pounds of powder. A rifle bullet fired into a lock will generally destroy it.

576. The defense of houses. In preparing a building for defense, first of all it should be supplied with water, and food, and means of lighting, and facilities for extinguishing fire. Then as many of the entrances as possible should be closed, and all the outer doors and windows of the basement and first floor should be barricaded with furniture, mattresses, piles of books, and any other available material. The loopholes should be so high that they can not be used from the outside, boxes and chairs being employed by the defenders to enable them to use the loopholes. If the building is accessible from adjoining buildings, the roof should be occupied and the partition walls on each floor loopholed. In extreme cases the stairways should be demolished and ladders substituted, all interior doors and partitions loopholed and long halls or passageways barricaded.

If the building to be defended is isolated, a first or outer line of defense should be provided for by means of trenches and of barricades constructed on all avenues of approach and at such distances away that neither dynamite nor fire can be used against the building; and all surrounding buildings that command the fronts and entrances to the house defended should be occupied as a second or interior line of defense. A reserve should occupy the house itself to protect, if necessary, the retreat of the outlying troops and to assist in the defense of the building in case the other troops are driven in.

This general principle should govern the defense of isolated buildings: No building should be defended from within itself until all its outlying defenses have been forced.

The first defense should be made outside and at considerable distance from the building, the building itself being regarded as the last refuge of the defenders.

A defense of a building must always be most obstinate and desperate, as capture usually means annihilation.

577. Construction of barricades. Barricades may be constructed by plankings filled with earth, dung, stones; wagons and carriages, their wheels removed, filled with earth, etc.; alternate layers of paving stones and earth, with the steep side toward the enemy, and with ditch and pits; barrels, boxes and bales of merchandise; casks filled with stones; counters, trees, signs, rolls of carpet and matting; sacks filled with earth, etc.

Barricades should be located at elevated points so as to command the street in front, and at the middle of the block because at the end they would be more easily turned. The buildings at the flanks of barricades should be loopholed and garrisoned.

578. Defense of railways.

Passenger Stations and Freight Depots may be defended in the manner above described for other buildings.

The Rolling Stock, especially loaded freight cars, should be placed in mass on parallel tracks and then treated as a building, being defended in the same manner—that is, the first line of defense being at some distance from the mass of cars. Open or flat cars should be placed on the outer tracks and at the ends of each line of cars, with bales of hay, barrels or boxes of merchandise on them forming breastworks.

The Tracks may be best guarded by constantly running back and forth a locomotive with open cars attached to its front and rear, carrying sharpshooters and a detachment of troops.

In order to guard against dynamite on the tracks, a couple of unoccupied flat cars should precede the first car carrying troops.

579. Troops not to be separated into small detachments and the avoidance of promiscuous clashes. Care must be taken not to divide the troops into small detachments and send them out on various missions, as this may result in their being defeated in detail by the rioters. It must also be borne in mind that small, promiscuous clashes between the troops and rioters really accomplish nothing, and merely tend to excite the rioters and urge them on to acts of lawlessness.

580. Traffic routes. In the case of express and similar strikes, where stores are to be transported through the city, "traffic routes" should be established—that is, certain streets should be thoroughly guarded and patrolled, and all traffic confined to these routes.

581. Never harangue a mob. It almost invariably has a bad effect on them—it generally does nothing but incite them. If you have occasion to address them, do so in a calm, firm, resolute manner, catching, if possible, the eyes of those who are nearest to you—show them, make them **feel,** by your speech and manner that you are not vindic-

tive and you are not anxious to punish anyone, but you mean business and that you are going to do just exactly what you say.

582. Never try to bluff a mob. Never threaten to do things you do not intend to do, or that you can not do, or that you know would be illegal if you did do them. Should your "bluff" be called, the mob would then neither respect nor fear you and the result would probably be that the mob would become more lawless and outrageous.

583. The ruffian element of a community always takes advantage of a riot to commit acts of lawlessness, and frequently they cause more trouble than anyone else. These people are entitled to absolutely no consideration and should be handled with a severe hand.

It is said that in the railroad riots of 1877, the most extensive riots that have ever occurred in this country, not 15 per cent of the railroad employees were participants or sympathizers with the mob, which consisted almost entirely of roughs, tramps, pickpockets, thieves and unknown men.

584. RIOT STRATEGY

In case of a general riot, the troops should not be divided into numerous small detachments to quell minor disorders at various scattered points. Detached engagements without decisive or material results do nothing but exhaust the troops and encourage the rioters.

Militia officers stationed in cities should study its strategic points and in case of a general riot the troops should be concentrated as rapidly as possible at these points, instead of being scattered throughout the city.

In occupying strategic points the mass of the troops should be concealed as much as possible until the time of action arrives, so that their sudden appearance may come as a surprise.

By means of detectives, or scouts in civilian clothing, the commanding officer should keep himself constantly informed of the movements and purposes of the rioters.

VARIOUS MEASURES

585. Closing saloons. Not only do saloons afford opportunity for intoxication and consequent disorders, but they also offer a place for rioters to congregate, talk and plan.

Except under martial law, the commander of the military forces has no authority to order the closing of saloons, unless, of course, such authority is given him by the laws of the State. This must, as a rule, be done by the civil authorities, and in some States there are laws requiring that all saloons shall be closed during riots. In States where no such laws have been enacted, the matter is discretionary with the civil authorities, and should the military commander consider

the closing of saloons advisable, he should request the civil authorities to issue the necessary orders.

Whenever a saloon keeper harbors disorderly crowds that become a menace to the public peace, the commanding officer in person or a duly authorized officer should visit the saloon with a detachment of soldiers and notify the proprietor that the place is a disorderly one, and that unless he rid his place immediately of all disorderly and undesirable characters, and then maintain it in a peaceful, orderly, law-abiding manner, he, the officer, will close the place (or have the place closed by the civil authorities, or lay the matter before the proper authorities with a view to having his license rescinded, depending upon the law of the State).

As soon as practicable after the command arrives, saloon keepers should be instructed not to sell liquor to soldiers. If, however, they should do so after such instructions have been given, then steps should be taken to have the saloons closed.

586. Public meetings, especially at night, are almost invariably a source of trouble. They afford splendid opportunity for trouble-making oratory. They should be prohibited, but, as in the case of closing saloons, the order must come from the civil authorities.

587. Theaters and other places of amusement may or may not be permitted to remain open, depending upon circumstances, but if permitted, the managers should be instructed that no sentiments antagonistic to the restoration of peace and order will be tolerated, and should these instructions be disregarded, the place should be closed by the civil authorities.

588. Curfew. It is sometimes necessary for the civil authorities to issue orders requiring all persons without permits to repair to and remain in their homes after a certain hour at night. Curfews are, at best, very obnoxious and annoying to the inhabitants and should they be necessary, they should be enforced as considerately as is consistent with the end desired.

It should be remarked in this connection that, as a matter of policy, no more hardships than are absolutely necessary should be imposed upon the inhabitants of the community. Unnecessary hardships will only tend to create public sentiment against the military and, in many cases, arouse sympathy for the rioters.

589. Ministers, from the pulpit and otherwise, are very often able to assist materially in restoring law and order, and, when necessary, their good offices should be sought. However, should a minister endeavor to assist the rioters in any way, he should then be treated like any other rioter.

IN CONCLUSION

Let it be said:

1. Under no circumstances should an officer of the Organized Militia (or of the Regular Army) ever allow his command to be placed on riot duty except by competent authority, nor should he ever allow himself to be persuaded to do police duty, by any civil officials except those who by law are authorized to place him on such duty.

2. The conduct of both officers and men should at all times and under all conditions be such as to inspire the confidence of all law-abiding citizens and promote respect for the military.

3. From the very beginning everything should be done to create public sentiment in favor of the restoration of law and order.

4. In dealing with mobs offensive measures are better than defensive ones and should always be adopted, if warranted by the size of the military force. Defensive measures generally give mobs heart and courage.

5. In facing a mob all officers must exercise good judgment, coolness and courage, and remember first, last and always, that **under no circumstances should a mob ever be temporized with.** While no more force than is necessary should be used, mobs should be handled with a strong, firm, decisive, relentless hand. The officer who temporizes with a mob is sure to meet with disaster.

CHAPTER XXXI

MISCELLANEOUS

590. Publication of books and articles. The authority of the War Department for an officer or a soldier to publish a book or an article of any kind, is not necessary. However, should such book or article contain matter of a nature considered subversive of good order and military discipline, this would be cause for action by the Department.

501. Officers engaging in business. With the exception of A. R. 521, '13, which prohibits officers from furnishing supplies or services to the Government, there is nothing in law or in the Army Regulations on this subject, which is a matter entirely within the regulation of the War Department. It is quite common for officers to make investments and sometimes to engage passively in reputable business that in no way interferes with the proper performance of their duties. However, there is considerable doubt of the propriety of an officer's engaging actively in business, even though such act in no way interfered with the proper performance of his military duties. Of course, should an officer engage in a disreputable or fraudulent business, or should he use his official position to further an undertaking of any kind, he would lay himself liable to trial under the Articles of War.

On the ground that retired pay is hardly sufficient for an officer to support himself and family, retired officers are permitted to engage actively in business, and a number of them do this.

592. Dropping "jr" after name. If an officer or enlisted man, in case of the death of his father, for instance, wishes to drop the "jr" after his name, it is only necessary to write to The Adjutant General of the Army, stating the circumstances of the case and requesting authority to drop the "jr." The Adjutant General of the Army may give such authority.

593. Changing name. An officer desiring to have his name changed may do so by going before a court and procuring the necessary judicial decree and then notifying The Adjutant General of the Army of same, with the request that the proper changes be made on the records of the War Department.

An enlisted man desiring to have his name changed may do so by applying to The Adjutant General of the Army, through his company commander, setting forth in his letter all the circumstances of the case.

594. Changing date of birth. An officer or enlisted man desiring to have changed the date of his birth as recorded in the War Department, may do so upon application to The Adjutant General of the Army, furnishing with his application a copy of his birth certificate or baptismal record, or an affidavit of parent.

595. HOW TO TAKE CARE OF UNIFORMS; SUGGESTIONS REGARDING VARIOUS ARTICLES OF EQUIPMENT

(1.) Coats, Blouses and Trousers:

(a) When not in use should be kept on hangers.

The best coat hanger on the market to-day is "The Tourist" (price 35 cts.).
The best trouser hanger (will hold six pair of trousers) is "The Portable Military Trouser Hanger." Both for sale by The Warnock Uniform Co., 16 West 46th St., New York.

(b) Large paper bags, "Wayne Cedar Wardrobes," are excellent for preserving coats, blouses and trousers. They are practically air-tight, thus protecting the cloth from both dust and moths and the gold lace and braid from tarnishing. Sold by The E. A. Armstrong Mfg. Co., 434 S. Wabash Ave., Chicago, Ill.

NOTES

1. In cutting blouses a mistake that tailors often make, especially in case of men with wide hips, is not to allow enough material for the circumference of the skirt, with the result that the lower ends of the garment in front only partially overlap, giving a *flaring effect*, which looks very bad. When ordering a blouse be sure to caution the tailor about this and if your instructions are not heeded, do not accept the blouse.

2. In ordering blue trousers, always order one or two extra pair of stripes to replace soiled stripes—they cost about $1 a pair. There is nothing that looks worse than soiled trouser stripes.

(2) **Gold lace and braid, shoulder straps and knots** to retain their luster must be protected from the air. There is nothing more destructive to gold lace, shoulder straps, belts, etc., than the fumes of sulphur and gas, and especially is this so at posts where soft coal is burned. Aiguillettes, shoulder knots and dress belt should be wrapped in the black tarnish proof paper used by military tailors to protect gold lace from the action of the air, and then placed in the air-tight boxes in which these articles come from the dealers. The lace and braid on coats and the shoulder straps on blouses not in use for several days or more, should be carefully wrapped with the paper just described, which is pinned in such a way as to protect the lace and the shoulder straps from the air as much as possible. In fact, when practicable articles of the uniform containing gold lace or braid should always be packed in a trunk or box as nearly air-tight as possible. The full-dress cap should be wrapped in the same kind of paper and kept in a specially made tin box that is as nearly air-tight as possible.

The M. C. Lilley & Co., Columbus, Ohio, make an excellent tin cap box.

595 (contd.)

Black tarnish proof paper can be obtained from any of the military dealers.

Water or moisture will not injure gold lace and braid, provided it is thoroughly dried without delay. But under no circumstances should such articles be stored away in a moistened condition.

(3) **Collar insignia.** While, as a rule, the collar insignia furnished by our military dealers are satisfactory, the handsomest (although perhaps a little more expensive) insignia are made by Bailey, Banks & Biddle, Philadelphia, Pa., who will gladly send you a catalogue upon request.

(4) **Auxiliaries of the uniform.** In buying collar insignia, shoulder straps, gold-lace saber knots, gloves and other auxiliaries that, so to speak, really put "the finishing touches" on the uniform, get the best. It is a mistake to attempt to economize on such articles. At the very best the amount you would save would be small and does not warrant the purchase of mediocre articles when the best last so much longer and look so much better—more dressy, more chaste. At first the two classes of goods may look about the same, but after brief use the difference is very marked.

(5) **Shoes** when not in use should be treed. The best shoe tree is the "R. P. K." aluminum tree, sold by J. and J. Slater, New York.

The Stetson Shoe Co. (Factory, South Weymouth, Mass.; offices, 7 Cortlandt St., New York), make a marching shoe that is constructed on scientific lines. It is the shoe used by the West Point Cadets. A descriptive pamphlet will be sent upon application.

(6) **White gloves.** Lisle gloves are washed in the regular way, but white chamois gloves should be washed on the hand, with luke warm water and castile soap.

(7) **White collars and cuffs.** Use a plain soft bosom shirt, with detachable cuffs. Of course, with the special full dress the regular evening dress shirt must be worn.

The Warnock Military Collar is by far the most satisfactory white collar there is. It is about 1¼ inches high and is fastened to the collar of the coat by means of four small buttons, which should be inserted when the blouse is made, although it may be done later. For sale by The Warnock Uniform Co., 16 West 46th St., New York.

The "Washburne" cuff holder is the best the author has ever seen —the name is stamped on the fastener. Price 10 cts. For sale by The Warnock Uniform Co.

(8) Always keep on hand a good, first-class whisk broom.

(9) If the man who works for you does not know how to press and clean clothes, have him learn. If he can not, or does not wish to learn, then arrange with the company tailor or some one else to clean and press your clothes for so much a month. It is generally possible to get clothes cleaned and pressed very reasonably in an Army post.

Notes

(a) Gold braid on the sleeves of coats must be dried soon after the pressing; otherwise the moisture from the damp ironing cloth will tarnish the braid.

(b) In ironing clothes the utmost care must be taken that the iron is not too hot. If the iron be too hot, the cloth will have a worn, shiny appearance that can not be removed.

(c) The person who presses your clothes should be especially cautioned about these matters.

GENERAL SUGGESTIONS

Be careful not to have rubber goods in the same closet with gold lace, gold braid, shoulder knots and shoulder straps, nor should any of these articles ever be stored with camphor—rubber goods and camphor will tarnish them. However, moth-balls will not tarnish them. It may be said in this connection that some tailors consider good gum camphor superior to moth balls—furthermore, the smell left in the clothes by the gum camphor is not disagreeable, but on the contrary it is quite pleasant.

Lockers and other receptacles in which uniforms are stored must be free from dust—they should be wiped off occasionally with a cloth wrung out of soap suds.

Uniforms not in use should be brushed, aired and sunned once a month.

A part of every officer's wardrobe should consist of an A-1 whisk broom and a first-class clothes brush with good, stiff bristles.

Uniforms should be dried thoroughly, brushed and properly folded before being stored away—the number of folds should be reduced to a minimum.

Wetting gold lace or braid or moistening same in pressing the sleeves of the coat, does not injure it, provided it is thoroughly dried without delay. Under no circumstances should gold lace or braid be put away in a moistened condition; for, if it is, it will invariably tarnish.

Before uniforms are put away they should always be carefully examined and any missing buttons, tears or stains should be attended to at once.

Occasional pressing helps to preserve and freshen garments—it puts new life into the cloth.

It is considered quite "smart" to crease the trousers only in front.

Tailors usually remove stains with a rubber made by rolling tightly a piece of woolen cloth of some kind, about 2 inches wide, until the roll is about an inch in diameter.

Rings in removing strains may be avoided by rubbing until very nearly dry.

Ordinarily benzine is a good stain remover in case of grease spots but its use is more or less dangerous. It should be used in an opened room or out of doors and never near a fire or lights.

"Carbona," which can be purchased in almost any drug store, is excellent for removing stains and it is perfectly safe.

Carbon tetrachloride (Merck's) is much cheaper than "Carbona," and about equally as good. It retails at 45 cts. a pint. In bulk it can be bought from almost any large drug store for about $2.40 a gallon and in quantities of 5 gallons or more, about $2 a gallon.

Rust or ink stains can be removed with a solution of oxalic acid. Apply rapidly and rinse at once with plenty of fresh water; this is most important—otherwise it will probably discolor the material.

Sweat stains can not be removed. However, the color can be partially restored and the material cleaned with a solution of ammonia and water—⅓ liquid ammonia, ⅔ water.

The shine that is sometimes left from pressing is caused by leaving the iron on too long or using an iron that is too hot.

This shine, if the cloth is not scorched, may be removed by "sponging," i. e., by placing a piece of damp muslin cloth on the material and then applying the iron only long enough to steam the surface of the garment.

Grease and oil stains on white trouser stripes can be removed with benzine, naptha or gasoline, applied with a stiff nail brush. Stains of rust and ink can be removed by means of oxalic acid (2 ounces of oxalic acid to 1 pint of water—dissolves quickest in warm water—applied with cloth or brush—then rinsed thoroughly with plain water and sponge). After the strips have dried, apply English pipe-clay, rubbing with the cake itself; then rub in uniformly with woolen cloth rubber—rub vigorously—then brush off surplus pipe-clay.

596. The care and preservation of shoes. Shoes should at all times be kept polished, by being so kept they are made more pliable and wear longer.

Shoes must withstand harder service than any other article worn, and more shoes are ruined through neglect than by wear in actual service.

Proper care should be taken in selecting shoes to secure a proper fit, and by giving shoes occasional attention much discomfort and complaint will be avoided.

Selection. A shoe should always have ample length, as the foot will always work forward fully a half size in the shoe when walking, and sufficient allowance for this should be made. More feet are crippled and distorted by shoes that are too short than for any other reason. A shoe should fit snug yet be comfortable over ball and instep, and when first worn should not lace close together over instep. Leather always stretches and loosens at instep and can be taken up by lacing. The foot should always be held firmly but not too tightly in proper position. If shoes are too loose, they allow the foot to slip around, causing the foot to chafe; corns, bunions, and enlarged joints are the result.

Repairs. At the first sign of a break shoes should be repaired, if possible. Always keep the heels in good condition. If the heel is allowed to run down at side, it is bad for the shoe and worse for the foot; it also weakens the ankle and subjects the shoe to an uneven strain, which makes it more liable to give out. Shoes if kept in repair will give double the service and comfort.

Shoe Dressing. The leather must not be permitted to become hard and stiff. If it is impossible to procure a good shoe dressing, neat's-foot oil or tallow are the best substitutes; either will soften the leather and preserve its pliability. Leather requires oil to preserve its pliability, and if not supplied will become brittle, crack, and break easily under strain. Inferior dressings are always harmful, and no dressing should be used which contains acid or varnish. Acid burns leather as it would the skin, and polish containing varnish forms a false skin which soon peels off, spoiling the appearance of the shoe and causing the leather to crack. Paste polish containing turpentine should also be avoided.

"Viscol" is by far the best oil for softening shoe and other leather that the author knows of. It is made by The Viscol Co., East Cambridge, Mass., and can be obtained from the post or camp exchange.

Perspiration. Shoes becoming damp from perspiration should be dried naturally by evaporation. It is dangerous to dry leather by artificial heat. Perspiration contains acid which is harmful to leather, and shoes should be dried out as frequently as possible.

Wet shoes. Wet or damp shoes should be dried with great care. When leather is subjected to heat, a chemical change takes place, although no change in appearance may be noted at the time. Leather when burnt becomes dry and parched and will soon crack through like pasteboard when strained. This applies to leather both in soles and uppers. When dried, the leather should always be treated with dressing to restore its pliability. Many shoes are burned while on the feet without knowledge of the wearer by being placed while wet on the rail of a stove or near a steam pipe. Care should be taken while shoes are being worn never to place the foot where there is danger of their being burned.

Keep Shoes Clean. An occasional application of soap and water will remove the accumulations of old dressing and allow fresh dressing to accomplish its purpose.

Directions for Polishing. Russet calf leather should be treated with great care. Neither acid, lemon juice, or banana peel should be used for cleaning purposes. Only the best liquid dressing should be used and shoes should not be rubbed while wet.

Black calf shoes should be cleaned frequently and no accumulation of old blacking allowed to remain. An occasional application of neat's-foot oil is beneficial to this leather, and the best calf blacking only should be used to obtain polish.

Liquid Dressing. Care should be taken in using liquid dressing. Apply only a light even coat and **allow this to dry into the leather before rubbing** with a cloth. When sufficiently dry to rub, a fine powdery substance remains on the surface. This, when rubbed with a soft cloth, produces a high polish that lasts a long time and which is quickly renewed by an occasional rubbing. Too much dressing is useless and injurious. *(Quartermaster General's Office, June 16, 1889.)*

Remember

1 A uniform that has been worn some, even if of only mediocre material, if pressed and clean, looks much better than a new, expensive uniform that is soiled and mussy.

2 By taking proper care of your uniforms and other articles of equipment not only will they always appear neat, clean and dressy, but they will also last much longer—in other words, it is economy to take proper care of them.

597. PAY

(The Pay Bill is published in G. O. 80, '08.)

OFFICERS

	Yearly	Monthly	Daily
Lieutenant General	$11,000	$916.67	$30.56
Major General	8,000	666.67	22.22
Brigadier General	6,000	500.00	16.67
Colonel	4,000	333.33	11.11
Lieutenant Colonel	3,500	291.67	9.72
Major	3,000	250.00	8.53
Captain	2,400	200.00	6.67
First Lieutenant	2,000	166.67	5.56
Second Lieutenant	1,700	141.67	4.72

1. An officer's pay is increased 10 per cent for every five years' service, until the total increase reaches 40 per cent, after which the increase ceases. However, by law, the maximum pay of a major is $4,000; a lieutenant colonel, $4,500 and a colonel $5,000.

2. Officers serving in the Philippines and Alaska, receive an increase of 10 per cent on their pay proper, and enlisted men, an increase of 20 per cent.

3. Retired officers receive three-fourths pay of their grade at date of retirement.

4. In case an officer below the grade of major, who is required to be mounted, provides himself with suitable mounts at his own expense, he receives in addition to his pay $150 per annum for one mount, and $200 for two.

5. The lieutenant general may select two aides and a military secretary, who shall have the rank, pay and allowances of a lieutenant colonel while so serving.

6. An aid to a major general is allowed $200 per year in addition to the pay of his rank, not to be included in computing the service increase.

7. An aid to a brigadier general is allowed $150 a year in addition to the pay of his rank, not to be included in computing the service increase.

598. Retirement of officers. Officers may be retired under one of these conditions: (a) By operation of law upon reaching the age of 64. (b) Upon their own application, after forty years' continuous service. (c) Upon their own application, in the discretion of the President, after thirty years' continuous service. (d) After forty-five years' service or upon reaching the age of 62 years, in the discretion of the President. (e) On account of disability contracted in line of duty. (f) By special act of Congress.

(The only cases of retirement by special act of Congress, are when the President is authorized to appoint certain men from civil life to certain grades in the Army and to retire them at once.)

Retired officers receive 75 per cent of the pay of the rank held when they are retired. Officers retired by operation of law upon reaching the age of 64, are placed upon the Unlimited List. Retired officers less than 64 years of age are placed upon the Limited List, which consists of not more than 300. Upon reaching the age of 64, officers on the Limited List are transferred to the Unlimited List. Officers retired by special act of Congress are not placed upon the Limited List. Officers may be **wholly** retired on account of disability not incident to the service, in which case their names are dropped from the rolls of the Army with one year's pay.

Retired officers, like retired enlisted men, are subject to the rules and articles of war and may be court-martialed for violation thereof.

599. Pensions. An enlisted man disabled by a wound, injury or disease incurred in the line of duty, is entitled to a pension of from $6 to $100 per month, depending upon the degree of disability. (An officer of the Regular Army thus disabled is retired on three-fourths pay.)

The widow of an officer or an enlisted man whose death resulted from a cause incurred in line of duty, is entitled to a pension without regard to her financial status. The rate of pension depends upon the rank of the deceased at the time the death cause was incurred, without regard to subsequent promotion, and ranges from $12 per month in the case of the widow of a private or noncommissioned officer, to $30 per month in the case of the widow of a lieutenant-colonel or any officer of higher rank, with $2 additional for each legitimate child under the age of sixteen. A widow who remarries is deprived of a pensionable status.

The legitimate children under the age of sixteen of an officer or enlisted man who died of a disability incurred in line of duty, and who left no widow, or whose widow remarried or was otherwise deprived

ot a pensionable status, are entitled to a pension, the rate of pension depending upon rank when death cause originated.

The mother of an officer or enlisted man who died from a wound, injury or disease incurred in line of duty, and who left no widow or minor child, under the age of sixteen surviving is entitled to a pension of from $12 to $30 a month, provided such mother is without other means of support than her own manual labor or the contributions of others not legally bound to support her. When the mother of such an officer or enlisted man is dead, the father may be entitled to a pension under the same conditions.

There is no limitation as to the date of filing of pension claims in the cases cited above, and it is entirely optional as to whether or not an attorney shall be employed in connection with a claim for a pension. A person wishing to file a pension claim himself, should address, "The Commissioner of Pensions, Washington, D. C."

600. Power of attorney. Know all men by these presents, that I, John A. Smith, of Fort Leavenworth, Kansas, do hereby make, constitute and appoint John Doe, of New Orleans, Louisiana, my true, sufficient and lawful attorney for me and in my name to (here state in plain terms the subject-matter of power), and to do and perform all necessary act in the execution and prosecution of the aforesaid business in as full and ample a manner as I might do if I were personally present.

In witness whereof, I have hereunto set my hand and seal, this 1st day of January, 1908.

Witnesses: JOHN A. SMITH (Seal).

Robt. A. Harris.

Jas. B. Robinson.

601. Form for contract. Agreement entered into between the Robert Smith Publishing Co. of Washington, D. C., and John A. Smith of Fort Leavenworth, Kansas.

Article I. The Robert Smith Publishing Co., in consideration of the agreements hereinafter stated, agrees to **(insert in full the subject matter of the agreement).**

Article II. The Robert Smith Publishing Co. further agrees to, etc.

Article III. John A. Smith, in consideration of the above agreements, agrees to **(insert in full the subject matter of the agreement).**

Article IV. It is mutually agreed that either party may put an end to this agreement by one month's notice thereof.

In witness whereof, the said parties have hereunto set their hands and seals, this 1st day of January, 1908.

THE ROBERT SMITH PUBLISHING CO.,
Per Robert Smith, President.

JOHN A. SMITH.

Attest:
John Doe.
Henry Smith.

602. Forms for will.

(a) I, John A. Smith, of Fort Leavenworth, State of Kansas, being of sound and disposing mind and memory, do make and publish this my last will and testament, that is to say:

First. I will and direct that all just debts that may exist against me at my decease shall be settled.

Second. I give and bequeath to my beloved wife, Mary Smith, the sum of five thousand dollars, same being in lieu of all her dowry rights in my personal estate; also all my household furniture.

Third. To my son, Andrew J. Smith, I give and bequeath the sum of one thousand dollars.

And lastly, all the rest, residue and remainder of my personal estate I give and bequeath to my esteemed friend, Captain Henry R. Jones, his heirs and assigns forever.

I hereby appoint Samuel Sherman, of New Orleans, La., the sole executor of this, my last will and testament.

I hereby revoke all former wills by me made.

In witness whereof, I have hereunto set my hand and seal, at Fort Leavenworth, aforesaid, this first day of January, nineteen hundred and eight. JOHN A. SMITH (Seal).

Signed and sealed by said John A. Smith, who at the same time published and declared the same as and for his last will and testament in the presence of us, who, in his presence, and in the presence of each other, and at his request, have hereunto subscribed our names as witnesses.

Robert A. Harris, of Fort Leavenworth, Kan.
Jas. B. Robinson, of Kansas City, Mo.
Arthur Coles, of Leavenworth, Kan.

(b) The following form, **to be written in the testator's own handwriting,** is the simplest there is:—

Fort Leavenworth, Kan.,
December 25, 1908.

This is my last will and testament, revoking all previous wills made by me:

First. I give and bequeath to, etc.

Second. I hereby direct, etc.

Third. I hereby appoint my brother, John R. Smith, executor of this, my last will and testament. HENRY J. SMITH.

603. Certificates and affidavits. In determining property responsibility and accountability by survey, the evidence of officers is submitted in the form of certificates and the evidence of enlisted men and civilians, in the form of affidavits.

(a) **"Model" form of certificate.**

Fort Missoula, Mont.,
March 12, 1917.

I certify that I received in good condition from Charles and Co., the following-named stores:

(a)	Potatoes:	
	January 1, 1917,	6,000 pounds
	January 25, 1917,	5,000 pounds
		11,000 pounds
(b)	Onions:	
	January 1, 1917,	1,000 pounds
	January 25, 1917,	1,200 pounds
		2,200 pounds

During January and February, 1917, these potatoes and onions were sorted from time to time in order to save the good ones. In these assortments the following quantities were found unfit for sale or issue:

1,000 pounds of potatoes @ 10c.....	$100.00
200 pounds onions @ 10c.....	20.00
	$120.00

I would further certify that I have taken proper care of these stores and deterioration they may have undergone while in my possession was due to no fault or neglect on my part.

HENRY JONES,
Capt. 29th Inf.,
Quartermaster.

(b) **"Model" form of affidavit.** The following is the form for affidavit:

Fort Missoula, }
County of Missoula, } ss:*
State of Montana. }

*"ss" stands for "State Seal."

Personally appeared before me, the undersigned authority for administration oaths, one John A. Smith, Quartermaster-Sergeant, Quartermaster Corps, who, being duly sworn, deposes and says: He is on duty in the subsistence branch of the Quartermaster Corps, at Fort Missoula, Mont., under the immediate orders of Capt. Henry Jones, 50th Inf., post quartermaster; that during the months of January and February, 1917, certain subsistence stores were received in original packages from Capt. H. J. Evans, Quartermaster Corps, St. Paul, Minn., and that upon opening said packages the following articles were found to be in a damaged condition and unfit for use or issue:

Bacon, issue, 100 lbs. @ 25c	$25.00
Apricots, 7 cans @ 30c	2.10
Apples, 10 cans @ 20c	2.00
Total	$29.10

Deponent further deposes and says that while said stores were in the possession of Captain Evans, due care was exercised in their handling, storing, and preservation, and that any deterioration they may have undergone during that period was in no way due to fault or neglect on the part of Captain Evans.

Further deponent sayeth not.

JOHN A. SMITH,
Q. M. Sergt., Q. M. C.

Subscribed and sworn to before me this 12th day of March, 1917.

ROBERT CLAY,
Major, 50th Inf.,
Summary Court.

NOTE

In swearing to an affidavit, the officer administering the oath does not read the entire affidavit to the deponent, but both officer and deponent being uncovered, the former, raising his right hand, says to the latter:

> Raise your right hand. Do you swear that to the best of your knowledge and belief the contents of this affidavit are correct?

The deponent replies: I do.

Both officer and deponent then lower their hands and the latter signs the affidavit in the presence of the former.

604. Patents

The right of officers and soldiers to their inventions. An officer or a soldier has as much right to his inventions as has any private citizen, these rights being limited only by the general rule of patent law as to relations of employer and employee—that is, where

an employee is engaged, in time and at the expense of his employer, and using his employer's tools to develop any invention, the employer has a right to use this invention in his own work, but he has no right to authorize third parties to manufacture or use said inventions.

It is, therefore, evident that only in the rarest instances has the Government any right whatsoever to the patented inventions of any of its officers or soldiers, and even then such rights are of a limited nature only.

How to apply for patent. If you have made an invention that you wish to have patented, the first questions which will naturally arise are:

1 Is the invention patentable?

2 Is it worth the expense of demonstrating its utility and obtaining a patent; for an invention may be new and patentable and at the same time worthless from a financial standpoint.

Having determined that your invention is worth the expense of testing its efficiency and procuring a patent, it is often advisable, before going to much expense in demonstrating its utility, to ascertain whether it is patentable; for if not, the time, money and labor expended in reducing it to practice will be lost.

Preliminary examinations. Generally the inventor has not the experience and knowledge of Patent Law necessary to determine whether an invention is patentable, nor has he the facilities for making the examination upon which a sound opinion must be based. He must, therefore, employ an agent or attorney to examine and report as to whether a patent can probably be secured for his invention. Victor J. Evans & Co., Victor Building, Washington, D. C., are a reliable firm, which is recommended. They issue carefully compiled literature that contains much valuable information regarding Patents, Trade Marks, and Copyrights. A pamphlet, "Rules of Practice in the U. S. Patent Office," can be obtained upon application to the Commissioner of Patents, Washington, D. C. A sketch or model of the invention, accompanied by a description of its mode of operation, must, of course, be furnished the agent or attorney.

A fee of about $5 is generally charged for this preliminary search. If, after the preliminary examination, it is thought the invention is patentable the application for the patent is then made. If the invention is patentable Victor J. Evans and Co. do not charge anything for the preliminary search.

The Cost, in ordinary cases, is:

First Government fee	$15.00
Draughtsman's fee (one sheet of drawing, about 10x15 inches)	5.00
Attorney's fee, about	35.00

Final Government fee, payable at any time within six months after the patent has been allowed... 20.00

Total about $75.00

This, of course, includes the preliminary examination.

In complicated cases requiring several drawings and considerable study on the part of the attorney, the cost is greater.

Should the application be finally rejected by the Patent Office or should the inventor decide to abandon it, the final Government fee of $20 need not be paid.

605. Copyrights.

As an essential prerequisite to obtaining copyright protection, the law requires that before the application can be filed the book or other article must be published under the copyright notice, which is "Copyright, 19...., by ....," and that within a reasonable time after such publication two copies thereof as published must be delivered at the office of the Librarian of Congress, Washington, D. C. An application for copyright protection must be made simultaneously with or preceding the forwarding of the copies, the application not being complete until the copies are received.

The Government fee for copyright is one dollar.

An attorney is not absolutely essential, but the employment of one is advised to avoid delay and assure compliance with the law's technicalities. The attorney's fee is nominal, usually $5.00.

606. Committees of arrangement for big reception or dance. The chairman of each committee will apportion the various duties among the members of his committee as he deems best.

INVITATION COMMITTEE

1. ..... Chairman.
2. .....
3. ..... Secretary.

DUTIES

To obtain, prepare and mail invitations to guests asked for by contributors; keep alphabetical lists of same; receive and note acceptances and declinations and inform other committees on application of number of guests expected; certify bills to Secretary, Finance Committee, for payment.

FINANCE COMMITTEE

1. ..... Chairman.
2. .....
3. ..... Secretary.

606 (contd.)

DUTIES

To confer with invitation committee as to number of guests; prorate expense between contributors proportional to pay of the individuals; collect assessments and pay bills certified by all committees, and render accounts of expenses to Chairman of Invitation Committee for information of contributors.

COMMITTEE ON DECORATIONS

1. ..... Chairman.

2. .....

3. .....

DUTIES

To be responsible for interior lights and heating; to procure proper articles for interior and exterior decorations suitable to the occasion and arrange same in place with artistic effect, and after close of entertainment return to respective owners any borrowed articles.

Confer with Secretary, Finance Committee, before contracting any indebtedness and certify bills to him for payment.

RECEPTION COMMITTEE

1. .....

2. .....

3. .....

DUTIES

To make presentations on evening of reception; to provide proper exterior lighting; confer with Invitation Committee as to number of guests expected; to provide transportation for guests; provide attendants in dressing rooms and arrange for checking wraps, etc., receive guests and guide them to dressing rooms and assembly room; show general attention to all; reduce as far as possible congestion, and in a general way promote sociability.

COMMITTEE ON MUSIC, DANCING PROGRAM AND FLOOR MANAGEMENT

1. .....

2. .....

3. .....

DUTIES*

Secure music for occasion; prepare program; print dancing programs and cause distribution of same to guests; have dancing floor properly waxed and see that it is **thoroughly cleaned;** look after the ventilation and the temperature of the hall; avoid delays and, **as far as possible, take advantage of every opportunity to provide guests with partners by introducing strangers, and assist in promoting sociability.** Certify to the Secretary of Finance Committee bills for expense of payment.

COMMITTEE ON REFRESHMENTS

1. .....

2. .....

3. .....

DUTIES

Confer with Invitation Committee as to number of guests; provide refreshments and all servants and equipment necessary to serve guests, and arrange for guiding guests to refreshment rooms and stands; certify bills to Secretary, Finance Committee, for payment.

(NOTE—Whenever punch and lemonade are served, arrangements should also be made to serve plain water, as there are quite a number of people who drink only plain water at dances.)

RECEIVING LINE IN ORDER

1. .....

2. .....

3. .....

Etc. .....

*Whenever a reception and dance are given in honor of an incoming organization the floor managers should make it their special business, during the reception particularly, to see that those attending meet the newcomers. Officers attending the dance should make it a special point to dance with and otherwise pay attention to the ladies of the incoming organization. The author has attended such receptions and dances where these details were neglected and as a result the affairs were "cold frosts."

In a way, this is the most important of all the committees—it requires more *savoir-faire,* more unselfishness than any other committee. Its members can not, of course, fill their programs and still be able to perform their duties properly. They should not, as a rule, fill more than half of their program. A good plan is for one-half of the committee to engage only the even-numbered dances and the other half, the odd-numbered ones, the time when free to be devoted to looking after girls without partners, introducing people and otherwise promoting sociability.

The music selected is an important factor in determining the success of a dance. Popular, catchy airs that inspire good cheer, life and action, should be selected. Good suggestions in this connection can always be gotten by consulting ladies and officers who are known to have good taste about such matters. It is thought the best results are obtained by having short dances (about four minutes each), with intermissions of about the same length of time, encores of about two minutes being freely given.

Members of receiving line are requested to be in position promptly at reception hour, 9 o'clock p. m.

One copy of this list has been furnished to every one concerned.

607. RECIPES FOR PUNCHES

(Note: Only the very best ingredients should be used.)

1. CHAMPAGNE PUNCH.

(a) To 1 quart-brick lemon water ice, add 3 quarts American champagne and 1 quart Apollinaris.

(b) Juice of 24 lemons;
10 tablespoons of sugar;
2 jiggers of curacoa;
2 jiggers maraschino;
2 jiggers syrup;
2 jiggers creme de vanilla;
2 jiggers benedictine;
4 bottles champagne;
3 bottles Tansan or other mineral water;
One-third bottle rum.

Let cinnamon steep in rum. If wanted strong, substitute ½ bottle XXX brandy instead of rum.

(c) Considered by connoisseurs as "The Elixir of Life." (For forty people, more or less.)

3 lbs. loaf sugar (or rock candy);
4 large cups strong black tea, made, strained, cold;
1 gallon brandy;
6 oranges, juice only;
4 quarts water;
¼ pint benedictine;
2 quarts rum;
6 lemons, juice only;
¼ pint chartreuse;
½ pint curacoa.

All the above mixed several days in advance. (It may be bottled and kept indefinitely.) When the time comes, add:

1 large cube ice;
2 cans sliced pineapple;
4 quart bottles champagne.
1 bottle maraschino cherries;
6 sliced lemons, removing seeds;

2. RUM PUNCH.

2 quarts New England rum;
1 quart rye whiskey;
1 quart plain water.
Juice of 4 oranges;
Juice of 4 lemons;
3 tablespoonsful sugar.

Serve cold.

3. WHISKEY PUNCH.

(a) 2 quarts rye wriskey;
1 quart sherry wine;
1 quart Apollinaris;
Juice of 6 lemons;
Sugar to taste;
Serve with lump of ice.

(b) To five gallons good whiskey add three pounds of sugar, dissolved in ten gallons water; add two quarts port wine; three quarts rum and five dozen lemons. Oranges or other fruit to suit taste. To be thoroughly mixed. If ice is to remain in punch long enough to dissolve, amount of water should be reduced correspondingly.

4. SAUTERNE PUNCH.

2 quarts white wine.
2 quarts Apollinaris;
½ pint lemon juice;
Sugar to taste.

5. CLARET PUNCH.

2 quarts claret;
½ pint lemon juice;
2 quarts Apollinaris;
Sugar to taste.

6. CLARET CUP. (For twelve persons.)

3 bottles claret;
1 tumbler rye whiskey;
4 tablespoons granulated sugar;
Juice of 4 lemons and 2 oranges, and slice 2 or 3 oranges in the bowl.

608. To polish floors.

(a) Scrub with lye and water, using a hard brush; at the same time using sapolio, which is applied directly by rubbing the cake on the floor;

(b) After the floor has dried thoroughly, put on a coat of shellac (light orange);

(c) After the shellac has dried, put on a coat of liquid granite ("A");

(d) After the granite has dried thoroughly (takes about 36 hours), wax the floor with Johnson's wax.

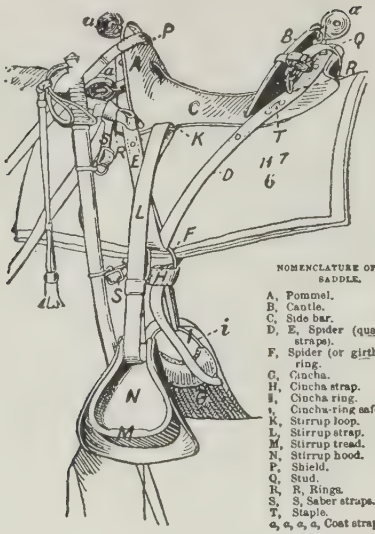
609. Government whitewash. Slack one-half bushel of lime with boiling water, keeping it covered during the process. Strain it and add a peck of salt dissolved in warm water, three pounds ground rice put in boiling water and boiled to a thin paste, one-half pound of powdered Spanish whiting and a pound of clear glue dissolved in warm water. Mix these together and let the mixture stand for several days. Keep the wash thus prepared in a kettle or portable furnace, and when used put it on as hot as possible.

610. Pest exterminators. The Waltham Chemical Co. of Waltham, Mass., make exterminators of rats, mice, moths, bed bugs, roaches, fleas, ants, lice, etc. Their exterminator powders are well spoken of. They cost $6.75 per dozen cans. In ordering it is necessary to state for which insect the powder is to be used.

611. Cleaning slates and urinals. Mineral oil is not necessary in cleaning slates and urinals. Frequent washing with soap and water is all that is necessary to keep the porcelain, glazed earthenware and marble in a sanitary condition.

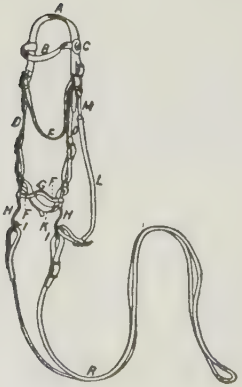
Urinal stalls are the most offensive fixtures in a toilet room, on account of the slate slabs becoming saturated with urinary salts, and both the slabs and urinals should be thoroughly washed when offensive with a weak solution of muriatic acid and water; 1 part of acid to 15 parts of water, applied with a mop and then rinsed off with water. The muriatic acid can be gotten from the hospital and is not injurious to the hands.

612. Nomenclature of saddle and bridle.



NOMENCLATURE OF SADDLE.

A, Pommel.
B, Cantle.
C, Side bar.
D, E, Spider (quarter straps).
F, Spider (or girth-strap) ring.
G, Cincha.
H, Cincha strap.
I, Cincha ring.
i, Cincha-ring safe.
K, Stirrup loop.
L, Stirrup strap.
M, Stirrup tread.
N, Stirrup hood.
P, Shield.
Q, Stud.
R, R, Rings.
S, S, Saber straps.
T, Staple.
a, a, a, a, Coat straps.



NOMENCLATURE OF THE BRIDLE

Headstall

A, Crownpiece.
B, Brow band.
C, Ornament.
D, D, Cheek piece.
E, Throatlatch.

Bit

F, F, Mouth piece.
G, Port.
H, H, Branches.
I, I, Rein rings.
K, Curb strap.
R, Reins.

Link:

L, Link strap.
M, Link snap.

613. DECLARATION OF INDEPENDENCE

A Declaration by the Representatives of the United States of America in Congress Assembled.

(July 4, 1776.)

When, in the course of human events, it becomes necessary for one people to dissolve the political bands which have connected them with another, and to assume among the powers of the earth, the separate and equal station to which the Laws of Nature and of Nature's God entitle them, a decent respect to the opinions of mankind requires that they should declare the causes which impel them to the separation.

We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable rights, that among these are Life, Liberty and the pursuit of Happiness. That to secure these rights, Governments are instituted among Men, deriving their just powers from the consent of the governed; that whenever any Form of Government becomes destructive of these ends, it is the Right of the People to alter or to abolish it, and to institute a new Government, laying its foundation on such principles and organizing its powers in such form as to them shall seem most likely to effect their Safety and Happiness. Prudence, indeed, will dictate that Governments long established should not be changed for light and transient causes; and accordingly all experience hath shown, that mankind are more disposed to suffer, while evils are sufferable, than to right themselves by abolishing the forms to which they are accustomed. But when a long train of abuses and usurpations, pursuing invariably the same Object evinces a design to reduce them under absolute Despotism, it is their right, it is their duty, to throw off such Government, and to provide new Guards for their future security. Such has been the patient sufferance of these Colonies, and such is now the necessity which constrains them to alter their former Systems of Government. The history of the present King of Great Britain is a history of repeated injuries and usurpations, all having in direct object the establishment of an absolute Tyranny over these States. To prove this, let Facts be submitted to a candid world.

He has refused his Assent to Laws, the most wholesome and necessary for the public good.

He has forbidden his Governors to pass Laws of immediate and pressing importance, unless suspended in their operation till his Assent should be obtained; and when so suspended, he has utterly neglected to attend to them.

He has refused to pass other Laws for the accommodation of large districts of people, unless those people would relinquish the

613 (contd.)

right of Representation in the Legislature, a right inestimable to them and formidable to tyrants only.

He has called together legislative bodies at places unusual, uncomfortable and distant from the Depository of their Public Records, for the sole purpose of fatiguing them into compliance with his measures.

He has dissolved Representative Houses repeatedly, for opposing with manly firmness his invasion on the rights of the people.

He has refused for a long time, after such dissolutions, to cause others to be elected; whereby the Legislative Powers, incapable of Annihilation, have returned to the People at large for their exercise; the State remaining in the meantime exposed to all the dangers of invasion from without, and convulsions within.

He has endeavored to prevent the Population of these States; for that purpose obstructing the Laws for Naturalization of Foreigners; refusing to pass others to encourage their migrations hither, and raising the conditions of new Appropriations of Lands.

He has obstructed the Administration of Justice, by refusing his Assent to Laws for establishing Judiciary Powers.

He has made Judges dependent on his will alone, for the tenure of their offices, and the amount and payment of their salaries.

He has created a multitude of New Offices, and sent hither swarms of Officers to harrass our People, and eat out their substance.

He has kept among us, in times of peace, Standing Armies without the Consent of our legislature.

He has affected to render the Military independent of and superior to the Civil Power.

He has combined with others to subject us to a jurisdiction foreign to our constitution, and unacknowledged by our laws; giving his Assent to their Acts of pretended Legislation:

For quartering large bodies of armed troops among us:

For protecting them, by a mock trial, from Punishment for any Murders which they should commit on the Inhabitants of these States.

For cutting off our Trade with all parts of the world:

For imposing Taxes on us without Consent:

For depriving us, in many cases, of the benefits of Trial by Jury:

For transporting us beyond the Seas to be tried for pretended offenses:

For abolishing the free System of English Laws in a neighboring Province, establishing therein an Arbitrary government, and enlarging its Boundaries so as to render it at once an example and fit instrument for introducing the same absolute rule into these Colonies:

For taking away our Charters, abolishing our most valuable Laws and altering fundamentally the Forms of our Governments:

For suspending our own Legislatures, and declaring themselves invested with Power to legislate for us in all cases whatsoever.

He has abdicated Government here, by declaring us out of his Protection and waging War against us.

He has plundered our seas, ravaged our Coasts, burnt our towns, and destroyed the loves of our People.

He is at this time transporting large Armies of Foreign Mercenaries to complete the works of death, desolation and tyranny, already begun with circumstances of Cruelty and perfidy scarcely paralleled in the most barbarous ages, and totally unworthy the Head of a civilized nation.

He has constrained our fellow-Citizens taken Captive on the high Seas to bear Arms against their Country, to become the executioners of their friends and Brethren, or to fall themselves by their hands.

He has excited domestic insurrections amongst us, and has endeavored to bring on the inhabitants of our frontiers, the merciless Indian Savages, whose known rule of warfare is an undistinguished destruction of all ages, sexes and conditions.

In every stage of these Oppressions We have Petitioned for Redress in the most humble terms: Our repeated Petitions have been answered only by repeated injury. A Prince, whose character is thus marked by every act which may define a Tyrant, is unfit to be the ruler of a free People.

Nor have We been wanting in attentions to our British brethren. We have warned them from time to time of attempts by their legislature to extend an unwarrantable jurisdiction over us. We have reminded them of the circumstances of our emigration and settlement here. We have appealed to their native justice and magnanimity, and we have conjured them by the ties of our common kindred to disavow these usurpations, which would inevitably interrupt our connections and correspondence. They too have been deaf to the voice of justice and of consanguinity. We must, therefore, acquiesce in the necessity which denounces our Separation, and hold them, as we hold the rest of mankind, Enemies in War, in Peace Friends.

We, therefore, the **Representatives** of the **United States of America, in General Congress, Assembled,** appealing to the Supreme Judge of the World for the rectitude of our intentions, do, in the Name, and by the Authority of the good People of these Colonies, solemnly **publish** and **declare,** that these United Colonies are, and of Right ought to be **Free** and **Independent** States; that they are Absolved from all Allegience to the British Crown, and that all political connection between them and the State of Great Britain, is and ought

to be totally dissolved; and that as **Free and Independent States,** they have full Power to levy War, conclude Peace, contract Alliances, establish Commerce, and to do all other Acts and Things which **Independent States** may of right do. And for the support of this Declaration, with a firm reliance on the Protection of Divine Providence, We mutually pledge to each other our Lives, our Fortunes and our sacred Honor.

The foregoing declaration was, by order of Congress, engrossed and signed by the following members:

JOHN HANCOCK.

NEW HAMPSHIRE: Josiah Bartlett, Wm. Whipple, Matthew Thornton.
MASSACHUSETTS BAY: Saml. Adams, John Adams, Robt. Treat Paine, Elbridge Gerry.
RHODE ISLAND: Step. Hopkins, William Ellery.
CONNECTICUT: Roger Sherman, Sam'el Huntington, Wm. Williams, Oliver Wolcott.
NEW YORK: Wm. Floyd, Phil. Livingston, Frans Lewis, Lewis Morris.
NEW JERSEY: Richd. Stockton, Jno. Witherspoon, Fras. Hopkinson, John Hart, Abra. Clark.
PENNSYLVANIA: Robt. Morris, Benjamin Rush, Benja. Franklin, John Morton, Geo. Clymer, Jas. Smith, Geo. Taylor, James Wilson, Geo. Ross.
DELAWARE: Cesar Rodney, Geo. Read, Tho. M'Kean.
MARYLAND: Samuel Chase, Wm. Paca, Thos. Stone, Charles Carroll of Carrollton.
VIRGINIA: George Wythe, Richard Henry Lee, Th. Jefferson, Benj. Harrison, Thos. Nelson, Jr., Francis Lightfoot Lee, Carter Braxton.
NORTH CAROLINA: Wm. Hooper, Joseph Hawes, John Penn.
SOUTH CAROLINA: Edward Rutledge, Thos. Heyward, Junr., Thomas Lynch, Junr., Arthur Middleton.
GEORGIA: Button Gwinnett, Lyman Hall, Geo. Walton.

Resolved, That copies of the Declaration to be sent to the several assemblies, conventions and committees or councils of safety, and to the several commanding officers of the Continental Troops: That it be PROCLAIMED in each of the UNITED STATES and at the HEAD of the ARMY. (Journals of Congress, 1.396.)

614. THE STAR SPANGLED BANNER

Oh, say, can you see, by the dawn's early light,
What so proudly we hail'd at the twilight's last gleaming,
Whose broad stripes and bright stars, thro' the perilous fight,
O'er the ramparts we watch'd, were so gallantly streaming?
And the rockets' red glare, the bombs bursting in air,
Gave proof thro' the night that our flag was still there.

Cho.—Oh, say, does that star spangled banner yet wave
O'er the land of the free and the home of the brave?

On the shore dimly seen thro' the mists of the deep,
Where the foe's haughty host in dread silence reposes,
What is that which the breeze, o'er the towering steep,
As it fitfully blows, half conceals, half discloses?
Now it catches the gleam of the morning's first beam,
In full glory reflected, now shines on the stream.

Cho.—'Tis the star spangled banner; oh long may it wave
O'er the land of the free and the home of the brave!

Oh, thus be it ever when freemen shall stand
Between their loved home and wild war's desolation;
Blessed with vict'ry and peace, may the heav'n-rescued land
Praise the pow'r that hath made and preserv'd us a nation!
Then conquer we must, when our cause it is just,
And this be our motto: "In God is our Trust!"

Cho.—And the star spangled banner in triumph shall wave
O'er the land of the free and the home of the brave.

615. AMERICA

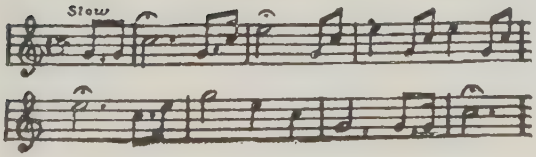
My Country, 'tis of thee,
Sweet land of Liberty,
Of thee I sing;
Land where my fathers died,
Land of the pilgrims' pride,
From every mountain side,
Let freedom ring.

My native country, thee—
Land of the noble free,
Thy name I love;
I love thy rocks and rills,
Thy woods and templed hills,
My heart with rapture thrills,
Like that above.

Let music swell the breeze,
And ring from all the trees,
Sweet freedom's song;
Let mortal tongues awake,
Let all that breathe partake,
Let Rocks their silence break,
The sound prolong.

Our fathers' God, to thee,
Author of Liberty,
To thee we sing;
Long may our land be bright,
With freedom's holy light,
Protect us by thy might,
Great God, our King.

TAPS.



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Price of Folding Stand, $5

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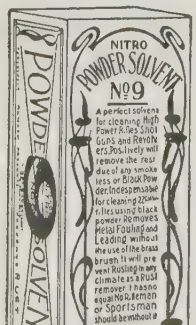
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